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ABSTRACT

The Cost and Funding Studies project of the proposed Western Interstate Bibliographic Network began activities in July 1975. The goals of the project were: (1) to determine representative costs of present library services in the West; (2) to estimate future costs of library services in the West with proposed network support; (3) to evaluate and compare the impact of a network on costs of library services; and (4) to examine equitable programs of financial support for the proposed network. The first quarter of the project was devoted to scheduling, staffing, planning, and research design. Milestones achieved during the quarter included selecting the sample design and making final arrangments for a pretest of the instruments in Idaho. Additionally, all staff necessary to fulfill project requirements were contracted. The appendixes which form the bulk of this report include a proposed time schedule for the project, data gathering instruments, a preliminary bibliography of costing literature, and a financial statement. (Author/PF)

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FIRST QUARTERLY REPORT

Project No. 475AH50102
Grant No. G 00 7500741

COST AND FUNDING STUDIES OF THE PROPOSED WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

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December 15, 1975

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IR003350

USOE QUARTERLY REPORT

For The Period

July 1, 1975 to September 30, 1975

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DEFINITION OF ACRONYMS

The acronyms used in this report have the following meanings:

ARL - Association of Research Libraries

C & F Studies - Cost and Funding Studies of the proposed Western Interstate Bibliographic Network funded by the U. S. Office of education.

CLR - The Council on Library Resources, presently funding the network design study.

CSL - California State Library

CSLUC - California State Library Union Catalog

CSUC - California State Universities and Colleges

ERIC - Educational Resources Information Center, Washington, D.C.

IUC/OCLC - The Inter-University Council, composed of a consortium of fourteen universities in the North Texas area using the services of the Ohio College Library Center.

LIBGIS - Library General Information Survey, prepared by the National Center for Educational Statistics

MPLA - Mountain-Plains Library Association

NELINET - The New England Library Information Network, a non-profit organization operated by the New England Board of Higher Education and designed to serve the libraries in six states.

USOE - The United States Office of Education

WICHE - The Western Interstate Commission on Higher Education presently conducting the Cost and Funding Studies.

WLN - The Washington Library Network

I. INTRODUCTION.

Currently the Western Interstate Commission for Higher Education (WICHE), under Grant No. G 00 7500741 from the U. S. Office of Education, is conducting cost and funding studies concerning the development and implementation of a proposed Western Interstate Bibliographic Network. The grant was officially awarded July 1, 1975, and will be approximately one year in duration. This is the first quarterly report of the project and includes activities up to October 20, 1975. The financial reports appearing at the end of this report cover only the period from July 1 to September 30. In the future, reports will cover only those activities through the end of the quarter.

The primary goals of these studies are:

1. To determine representative costs of present library services in the West without network support;
2. To estimate future costs of library services in the West with proposed network support;
3. To evaluate and compare the impact of a network upon costs of library services; and
4. To examine equitable programs of financial support for a proposed Western Interstate Bibliographic Network.

These studies are contingent upon, and concurrent with, the network design and development study funded by the Council on Library Resources (CLR) and conducted by WICHE. For this reason, examination of library services and evaluative data are common to both studies.

It is hoped that beyond fulfilling the requirements of this grant, these studies will yield substantial contributions to library research in the areas of costing methodology, modeling and cost-impact analyses of change.

II. PROJECT MANAGEMENT AND STAFFING

During the first quarter, recruitment of a qualified cost and funding investigator was on-going. Applicants were reviewed and interviewed during the months of July and August. Selection was delayed pending a decision upon a project director and systems analyst for the CLR network design study. Since a qualified applicant for the position of project director could not be located at the time, it was decided to staff other positions prior to employing a project director. Under the CLR grant, Mr. Karl M. Pearson, Jr. was chosen as systems analyst. He officially joined WICHE on September 15, 1975. His biography appears in Appendix A. Also for this project, Ms. Louise T. Martin was hired as secretary effective October 20, 1975, and her biography also appears in Appendix A. For the position of cost and funding investigator, Ms. Maryann K. Brown was employed as of October 1, 1975 and her biography is also included in Appendix A. Also, a qualified data technician was being sought. Appendix A includes an organization chart indicating where each of the positions fall in relation to WICHE. Please note that the position of network project director will be filled effective December 8, 1975 by Mrs. Eleanor Montague. Until that time, Maryann Duggan is serving as acting network project director.

During the first quarter, Ms. Maryann Duggan, project director for the OE grant, spent 0.1 FTE on this project. This time was devoted to personnel hiring and training as well as planning and scheduling of the project. The cost and funding investigator has devoted 100% of her time since October 1, along with five days prior to official employment, upon this project. This time was utilized in methodology and instrument design, planning and scheduling. Secretarial support was provided by Ms. Sue Middleton and Ms. Vicki Osgood of the WICHE Continuing Education and Library Resources Program core staff.

The project will not be completely staffed until a data technician (research assistant) is selected. From 46 applicants, eight were interviewed during the week of October 20th. Ms. Anita McHugh was selected on November 5th and will start to work on November 12 . Her biographical sketch is in Appendix A. Due to the delays incurred in hiring staff, the project is currently three months behind the original schedule proposed in July. Also, the press release announcing the initiation of the project is included in Appendix A.

III. PROJECT ACTIVITIES AND MAJOR FINDINGS

A. Project planning and scheduling.

Currently, a rigorous planning and design stage is underway to fulfill the requirements of this project. Initial planning meetings were held in Washington, D. C. on September 18 and 19. These were attended by the project director, systems analyst and staff investigator from WICHE. Also present were: Mr. Paul Janaske, Office of Education project monitor; Mr. Vernon E. Palmour, consulting statistician; and Mr. Ronald Miller, project evaluator. The purpose of this meeting was to reiterate project goals, determine appropriate methodology, and define project scheduling, including points of intervention for consulting and evaluation. A summary of this meeting appears in Appendix B.

Project scheduling is briefly outlined in Appendix C. Phases in this attachment have been delineated to correspond to the goals specified in the introduction. Further refinement of these tasks and their interrelationships also appear in Appendix C. It should be noted that these tasks are extensions of tasks A, B and C appearing in the overall network project design exhibited at the end of Appendix C. As presented, the initial stage of the project is to determine costs of present library services. The duration of this phase is to be 24 weeks, ending in early March. During the second phase of the study, costs of the designed network and its impact will be determined. This stage is to achieve two of the stated goals of the project. Although tasks extend over 46 weeks of the project, the major tasks begin in mid-December and end in early August. The goal of determining equitable funding bases is to be achieved with tasks extending over the entire project (52 weeks). Primary work load is scheduled to be during the last 20 weeks of the project.

Simplistically, there will be five field data collection efforts. These are:

1. A preliminary network planning survey (see Section IIIB), an inventory of participating states, to be compiled by state libraries.

2. A western library mail survey (see Section III C and III D), issued to a sample of 100 libraries in order to ascertain gross costs and library resources in the West.

3. Case studies (see Section III D), of twelve libraries to collect detailed costs and evaluative data.

4. Bibliographic Center cost studies, an investigation of costs incurred at the three western bibliographic centers -- California State Library Union Catalog, Bibliographic Center For Research, and the Pacific Northwest Bibliographic Center.

5. Automated services cost studies, investigating the costs or pricing policies of available and potential network components (e.g., BALLOTS, OCLC, WLN).

Basic data collection tasks involved in items (1) and (2) are:

- Instrument design and testing,
- Issuance of instrument,
- Receipt of completed questionnaires,
- Follow-up on incomplete responses,
- Analysis and compilation of data.

These are straightforward and precise steps. Additional tasks are involved in the data collection efforts (3) and (4). Both have common tasks though they require unique collection designs. Essentially these tasks are:

- Instrument design and testing,
- Background cost data collection,
- Site visit and training session,
- Monitoring data collection (by phone),
- Receipt and quality control,
- Follow-up on incomplete responses,
- Analysis and compilation of data.

Although some tasks cited here are similar to those earlier mentioned data collection efforts, special requirements exist due to the scope of these in-depth studies. The task of gathering background cost data is similarly a mail survey incorporating all sub-tasks listed in earlier data collection endeavors. This is requisite to on-site data collection in order to calculate cost components such as overhead and staff salaries. A site visit is essential for training and initiation of data collection because of the complexity of continuous data collection (over a three-week period) and the instruments employed, as well as the number of persons called upon to collect data.

For these reasons, also, monitoring during data collection intervals in these facilities (i.e., the 12 libraries and 3 bibliographic facilities) will be required to respond to questions that may arise. This will be handled by telephone. Quality control of receipts (a test for accuracy and thoroughness) will also be essential to monitor data collection.

The final data collection endeavor is contingent upon the availability of source data. Cost data collection in the automated services facilities may be both impractical and unuseful unless a correlation can be made to the pricing policies of these facilities. After a summary review of possibilities, the optimal data collection endeavor may be the compilation of pricing documentation rather than costing documentation. In this case, data collection may be in the form of a mail survey, supplemented by interviews. Presently, these options are being explored.

The following sections delineate the current stages of the project. For this reason, concentration is given to the initial tasks as stated in the schedule.

B. Planning Data.

At the WICHE Western Council Meeting, Sun Valley Lodge, Idaho, held August 14-16, 1975, Western State Librarians were requested to furnish preliminary network planning data including:

- an inventory of libraries (public, academic, and special), centralized processing centers, union catalogs, automated systems and book catalogs;
- data on interlibrary loan, circulation and holdings;
- maps of regions, federations and library systems, as well as data communication terminal locations; and
- descriptive information on networks, consortia, or developing automated systems.

The questionnaire appears in Appendix D. To date, information has been received from Alaska, Arizona, California, Idaho, Montana, Nevada, New Mexico, Oregon South Dakota, Utah, and Washington.* State agencies were able to supply varying degrees of information dependent upon the type of statistics presently kept at the state level. For the most part, data from the public library sector were complete. Networking, union list, regional automation projects and processing center descriptions were provided. However, statistics for these projects (e.g., budgeting, staffing, volume thruput, etc.) varied; academic and special libraries were only partially represented. It is believed that follow-ups for academic statistics will be directed to higher education authorities.

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*The following states have also agreed to submit planning data: Wyoming, North Dakota, Kansas, Colorado and Nebraska.

Presently the LIBGIS tapes are being considered as a possible additional source of this data. The American Library Directory may also provide enough preliminary information for purposes of drawing a sample. Tapping available information, rather than gathering these data during later phases of data collection, will be far more efficient for analyses purposes and more convenient to participating libraries. This information provides the only census of the universe from which the sample for future cost data collection can be drawn, thus compounding the urgency of this task.

C. Sample Design.

The sample design to be used in two stages of data collection has been developed by Gene Palmour of the Public Research Institute, Center for Naval Analysis. Briefly, a stratified random sample will be used for selection of 100 libraries in the west. Strata employed will be size and type of library. From these 100 libraries, data on budget allocations, automation and thruput will be collected. Extrapolation to the universe made on a stratified basis will yield gross estimates for the west. A sub-sample from the 100 libraries will be selected for in-depth cost data. This sample will be a subjective selection of twelve libraries according to type and size. A thorough discussion of the sample appears in Appendix E, Data requirements for the design and development of a Western Interstate Bibliographic Network.

D. Cost Data Collection Design.

Presently, the data collection instruments are in initial design phases. They were reviewed by Ron Miller and Gene Palmour during the week of October 24th. As designed, individual library costs will be collected in two phases. General cost information will be gathered from a sample of 100 libraries. These data will include:

- budgeting,
- holdings,
- volume thruput, and
- automation.

This information is to provide gross estimates of cataloging, acquisition, and interlibrary loan budget allocations, FTE, levels of staffing, traffic and thruput in the Western States. Traffic and thruput information is essential to planning any network, while costing information will provide a basis for network cost impact analyses. This questionnaire as currently conceived will be based on the Westat IUC/OCLC evaluation background data collection instrument and the NELINET technical services support study. The instrument will be tested in Idaho during early December and issued early in January. A preliminary draft of this instrument appears in Appendix F.

In order to further refine these data, 12 libraries will be selected for in-depth cost analyses. Data requirements for the in-depth studies fall into two categories: background cost information and activity/transaction staff time and cost. Background cost information should provide the basic components required by the costing methodology as presently planned. This will include:

- overhead factors (rental, equipment, insurance, utilities, organizational),
- personnel data (including salaries and fringe benefits), and
- other expenditures (supplies, bibliographic tools, computer support costs, contracted services, etc.).

Procedural data will be collected in the background cost questionnaire as well. This questionnaire is similarly based on instruments used in the NELINET and the Westat IUC/OCLC studies. It is hoped that background information will be supplied prior to the site visits and the activity/transaction data collection phase. Activity data collection will be in journal form, to be kept by staff members within:

- cataloging,
- acquisitions,
- interlibrary loan, and
- serials departments.

For each department, processes are broken down into tasks for which each staff member will keep track of his/her time and the volume handled. As conceived, the acquisitions, serials, and cataloging instrument is based on the instrument used in the Colorado Book Processing Center Feasibility Study and further refined in the California State Universities and Colleges (CSUC) study of technical processing. The interlibrary loan data collection instruments are based on instruments used in the ARL interlibrary loan study, and are designed to collect both cost and evaluative data. Drafts of these questionnaires appear in Appendix G.

As currently planned, data collection at each site will be about three weeks. The instruments will be pre-tested in Idaho in early December. Actual data collection will begin in January.

E. Costing Methodology.

Background data collected from the sample of 100 libraries will be used as base data to estimate resources, traffic, and major costs for library service in the West. Data received will be weighted according to the sample design and extrapolated to provide gross figures for the West. Cost elements within each of the departments under examination will include annual expenditures on:

- salaries by level of staff,
- equipment and supplies,
- contracted services, and
- automated systems.

Additional data will yield the thruput, or work-load, upon which these budget allocations are used. Refinement of these gross costs will be made by correlating data from the in-depth studies with data collected at this initial stage.

Cost determination in the in-depth cost studies (of 12 selected libraries) will be drawn, incorporating the following elements:

- personnel salary and fringe benefits,
- staff time devoted to particular tasks,
- organizational overhead (supervision, administration and unassigned time),
- institutional overhead (rental, insurance, utilities),
- equipment and supply costs,
- equipment depreciation,
- contracted services, and
- bibliographic tools.

Those activities deemed most apt to change due to network support will be costed with separate examination of direct and indirect costs. Where equipment, supply, and contract costs cannot be handled as a task-related direct cost, they will be handled as an overhead to the entire process, but separated from normal overhead charges.

By determining costs of tasks within the four departments (acquisitions, cataloging, serials, and interlibrary loan) under examination, correlation between general background data (the initial questionnaire directed to 100 libraries) and data gathered by the in-depth studies can be drawn. In this manner, approximation (within a perceived range of error) of the impact of a possible network upon library costs in the West can be made.

F. Literature Search.

At present, all available literature on costing is being examined for instrument design and methodology. Additionally, comparative data are being sought as checks against the data to be collected in this study. Because of the number of unpublished cost studies on library costing, Western states were asked to furnish any such studies which might be available. We have received very few of these to date. An ERIC search was conducted yielding about 955 citations. A bibliography is now being compiled for use in these studies. Due to time constraints, and the imperative initial design tasks, a review of the literature is as yet incomplete. Hopefully, this will be accomplished by early November. A preliminary bibliography appears in Appendix H.

G. Other Project-Related Activities.

The WICHE Network Task Force held a meeting on August 12-13 in Boise, Idaho. Among those items discussed were recent Western developments affecting a network as well as appointment of a network steering committee and project staffing. A summary of this meeting appears in Appendix I.

A preliminary site visit to the California State Library Union Catalog on October 2 provided information on current procedures, available statistics and future planning. Attending this session were Ms. Sheila Thornton, CSL, Mr. Karl Pearson and Ms. Maryann K. Brown. This visit was to determine data collection approaches to be used later in the study. Additionally, telecommunications and automation were explored by the systems analyst. In conjunction with this trip, Mr. Pearson and Ms. Brown attended California's Second Annual State Librarian's Conference on Library Automation. A summary of these site visits appears in Appendix J.

A presentation of the network studies was made at a Mountain-Plains Library Association (MPLA) pre-conference on networking held on October 19, 1975. The purposes of the WICHE presentation were to introduce the new staff members as well as inform members of MPLA of the project activities and study plans. The presentation made concerning the cost and funding studies appears in Appendix K. Additionally, persons interested in the studies or having access to unpublished cost studies were contacted as potential contributors to the studies. A mailing list will be compiled to keep those persons informed of on-going activities relating to the studies.

As part of the CLR grant, Mr. Paul Lagueux, CLR Project Monitor, conducted a site visit of WICHE on October 20. Also attendant at this visit was Mrs. Eleanor Montague, Assistant Manager, BALLOTS, Stanford University, Stanford Center for Information Processing, as an observer. The purpose of the visit was to brief Mr. Lagueux on current stages of the on-going study. as well as future directions of the studies. Additionally, goals and deliverables were examined. The focus of the discussions was the general overview of both the CLR design study and the USOE cost and funding studies.

IV. PLANS FOR NEXT QUARTER

As can clearly be seen in Appendix C, the proposed time schedule for the cost and funding studies, the next quarter will be devoted to data collection and analysis for library services. Additionally, compilation of prices for services to be offered or maintained by a proposed network will be partially completed.

Specific tasks to be performed in the determination of present library costs during the next three months are:

- analyses of planning data,
- sample selection,
- instrument revision and test,
- collection and analysis of base data, and
- data collection design for the three bibliographic centers.

For future cost, cost-impact, and funding strategies of a network, review of the literature and existing models are to be examined.

V. FINANCIAL REPORT

Due to delays incurred in staffing the project, this quarter's report is not exemplary. Expenditures in all categories were below budgeted amounts. These savings will be utilized in the event an extension of the project beyond June 30, 1976 is required to complete the tasks. The Financial Report for the period July 1, 1975 through September 30, 1975 appears in Appendix L.

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  Anita L. McHugh, Research Assistant
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  Karl M. Pearson, Jr., Systems Analyst
  Louise T. Martin, Secretary

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APPENDIX A

BIOGRAPHICAL SKETCHES FOR:

- MARYANN K. BROWN, COST & FUNDING INVESTIGATOR
- ANITA L. MC HUGH, RESEARCH ASSISTANT
- ELEANOR MONTAGUE, PROJECT DIRECTOR, LIBRARY NETWORK PROJECT
- KARL M. PEARSON, JR., SYSTEMS ANALYST
- LOUISE T. MARTIN, SECRETARY

MANAGEMENT AND ORGANIZATIONAL STRUCTURE CHART

PRESS RELEASE

APPENDIX A

MARYANN KEVIN BROWN **Biographical Sketch**

Cost and Funding Investigator, WICHE Cost and Funding Studies of a Proposed Western Bibliographic Network

Ms. Brown is currently involved in the cost and funding studies of a proposed Western Interstate Bibliographic Network. She has been at WICHE since October 1, 1975. Previously she was at Westat, Inc. in Rockville, Maryland where she was involved in information and library studies, as well as consumer product and health studies. She has recently finished a study of OCLC in Texas and New Mexico. Additionally, she was involved in a study of data requirements in evaluation for the Consumer Product Safety Commission. Prior to joining Westat, Ms. Brown was employed as a legal analyst at Standard Oil of California. There she participated in economic studies. Also she was involved in the implementation of the legal information retrieval system used in an anti-trust litigation. In addition, she consulted on the design of a library information handling system for a subsidiary of Standard Oil. Ms. Brown received a B.A. in history from the University of California at Davis and an M.L.S. from the School of Librarianship, UCB. She has partially completed requirements of a sixth year certificate from Berkeley in Library Management with a major emphasis on operations research and statistics.

ANITA L. MC HUGH **Biographical Sketch**

Research Assistant, WICHE Cost and Funding Studies of a Proposed Western Bibliographic Network

Ms. McHugh will officially join the WICHE staff on November 10, 1975. She will be acting as a data technician on a part-time basis. She holds a B.A. in Mathematics from the University of Nebraska at Omaha. Additionally, she has taken numerous graduate level courses in applied mathematics and programming at both the University of Colorado and the University of California. Her responsibilities will include processing and manipulating data, data collection control and overseeing computer operations.

ELEANOR A. MONTAGUE Biographical Sketch

Project Director, Library Network Project

Mrs. Montague is responsible for integrating the activities for the WICHE Design Core Staff with the policies established by the Steering Committee for the Western Interstate Bibliographic Network and the tasks carried on by the State Network Design Teams. Prior to joining WICHE, she was the Assistant Manager of BALLOTS where she was responsible for project budgeting, scheduling, long-range planning, proposal preparation and systems analysis. She managed the design, implementation, and on-going evaluation of a pilot multi-library network based on BALLOTS, and developed rate schedules and performed marketing and financial forecasting for the network. With BALLOTS since its inception in 1967, she held senior level responsibilities for functional analysis of library requirements, forms design, hardware evaluation, program specifications, system and user documentation, acceptance testing, library staff training, and cost and statistical analyses.

In 1974 and 1975 she was an active participant in planning for networks within California and the West. She was on the Planning Committee for CLASS and was a technical consultant and member of ad hoc committees on standards for spine labels, bibliographic records, and network evaluation. She also was a member of the Network Planning Task Force for the Western Council that prepared a proposal to CLR to fund the design of the Western Interstate Bibliographic Network. From 1972 to 1975 she was a lecturer at the School of Librarianship, San Jose State University, where she taught "An Introdu tion to Information Science."

Before her BALLOTS experience, she was head of the Chemistry Library at the University of Chicago and had also worked as a law cataloger. She received the B.A. degree in Anthropology and the M.A. degree in Librarianship from the University of Chicago. She holds the M.B.A degree from the University of Santa Clara. She is currently pursuing the doctorage degree in Library Science at the University of California at Berkeley.

KARL M. PEARSON, JR. Biographical Sketch

Systems Analyst, WICHE Western Library Network Project

Mr. Pearson is responsible for developing the technical specifications for network cooperative and resource-sharing functions. He comes to WICHE from System Development Corporation (SDC) where since 1968 he participated in a number of library and information system projects and studies. Most recently, he participated in a study of education information resources and user needs, performed under a contract with the National Institute of Education. Previously, he participated in the design of MEDLARS II and in the training for the National Library of Medicine staff, operators of that system. In other work, he helped design and program the LISTS/ALPS and SIMS experimental on-line systems for various library functions, participated in a survey of automation in federal libraries, and operated a bookform catalog service. Prior to his work in the library field, he was a computer programmer and software test designer at SDC for the SAGE and BUIC air defense systems. Mr. Pearson has authored several articles on library systems and has written a chapter in the Annual Review of Information Science and Technology on the use of minicomputers in libraries. He received the B.A. degree in English from Bowdoin College and the M.S. in Information Science from the School of Library Service, UCLA.

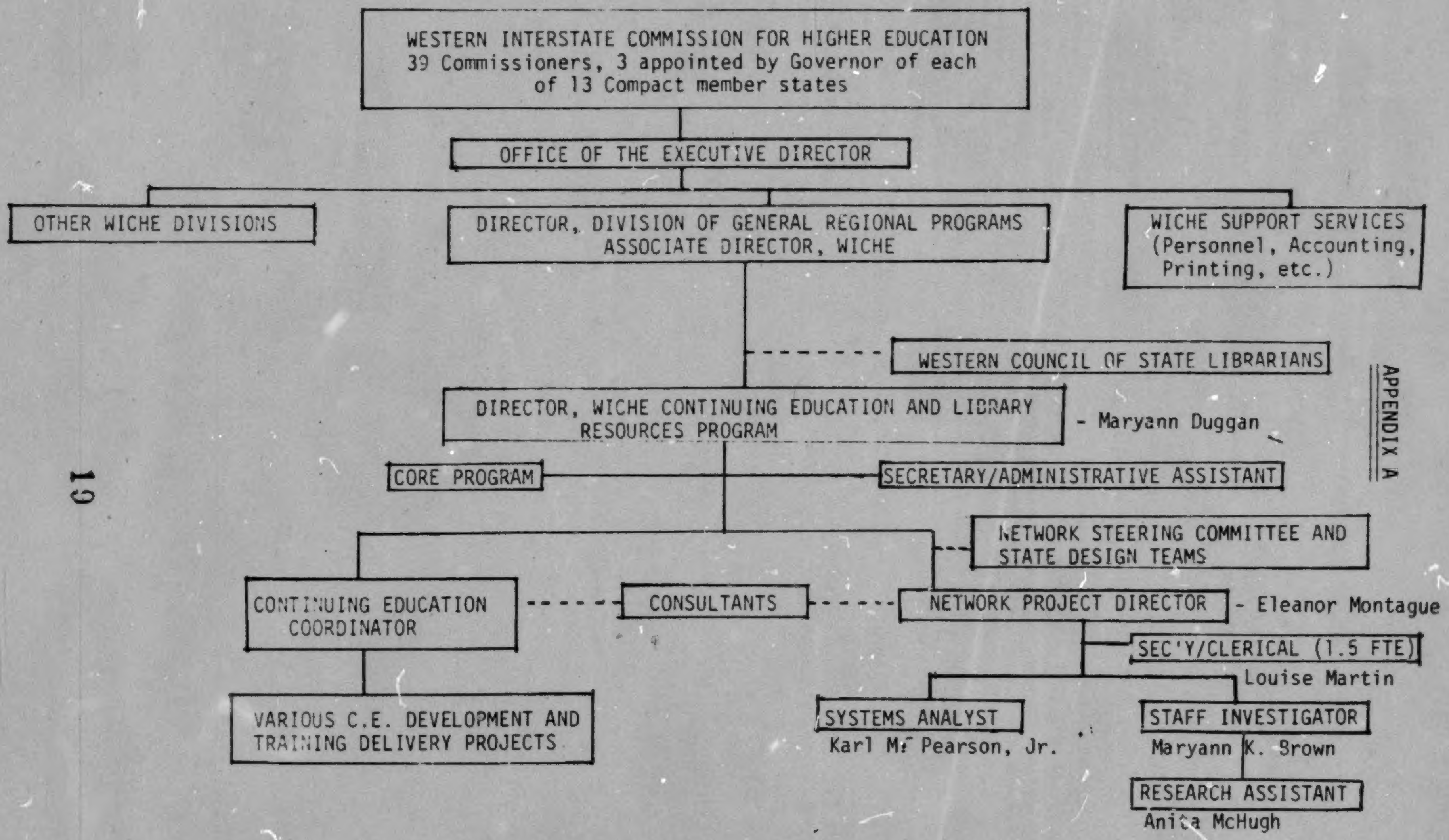
LOUISE T. MARTIN Biographical Sketch

Secretary, WICHE Western Library Network Project

Ms. Martin is responsible for performing program-related secretarial duties for the network project in the Library Programs. She has been at WICHE since October 20, 1975. She completed her B.A. in Psychobiology at the University of California, Santa Cruz in June of 1975, during which time she worked as a legal secretary for various lawfirms in the San Francisco Bay Area. Previously, she was employed as an executive secretary for Ralph C. Sutro Co. in San Francisco, California for 9 months, Associated Mortgage Companies in Washington, D. C. for one year, W. E. Hutton & Co. in Jenkintown, Pennsylvania for one year, and William H. Rorer, Inc. in Ft. Washington, Pennsylvania for two years.

APPENDIX A

MANAGEMENT AND ORGANIZATIONAL STRUCTURE CHART


WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION
39 Commissioners, 3 appointed by Governor of each of 13 Compact member states
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DIRECTOR, DIVISION OF GENERAL REGIONAL PROGRAMS ASSOCIATE DIRECTOR, WICHE
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DIRECTOR, WICHE CONTINUING EDUCATION AND LIBRARY RESOURCES PROGRAM
- Maryann Duggan
CORE PROGRAM
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Maryann K. Brown
RESEARCH ASSISTANT
Anita McHugh

APPENDIX A

WICHE NEWS
WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION

P.O. DRAWER P, BOULDER, COLORADO 80302
PHONE (303) [redacted] 492-5081

Contact: Gerald S. Volgenau

ANYTIME RELEASE

The Western Interstate Commission for Higher Education (WICHE) has been awarded three grants totalling $174,404 to improve library services in 17 western states.

Using these grant funds, WICHE will provide continuing education for library personnel and develop ways and means to share library resources across state lines.

The three granting agencies are the Council on Library Resources, ($79,325), the U.S. Office of Education ($65,135), and the Division of Library Programs, Department of Health, Education and Welfare ($29,994). These funds were awarded to WICHE's Continuing Education and Library Resources Program, which is directed by Maryann Duggan.

The grant from the Council on Library Resources will support the overall design and development of the Western Interstate Bibliographic Network. This will be a communications network available to all types of libraries and bibliographic centers in a 17-state area. It will consider the equitable exchange of information, documents, and publication and expand the usefulness of limited resources to support education. Over 250 individuals have been involved in preliminary planning over the past 11 months. The Council on Library Resources is a private foundation with the principal objective of aiding in the solution of library problems.

(MORE)

The grant from the U.S. Office of Education will support the cost and funding studies which are related to the design and development of the network. These studies, among other things, will first determine and then compare present costs of library services without network support to projected costs for these same services with the use of the network.

This network will be designed so that it can comfortably mesh its activities with other developing state and national bibliographic networks.

The grant awarded by DHEW's Division of Library Programs will support the planning, implementation, and evaluation of library staff development programs. A total of 44 participants from 14 states will be involved in this year-long training activity.

The core support for WICHE's Continuing Education and Library Resources Program is provided by contributions from library agencies in each of 11 memeber states.

The Continuing Education and Library Resources Program is one of 54 interstate programs coordinated by the Western Interstate Commission for Higher Education. WICHE programming covers such fields as higher education, health, mental health, corrections, and management information systems in higher education.

WICHE is a public agency which helps the 13 western states work together to increase educational opportunities for western youth, to improve programs of universities and colleges, to expand the supply of specialized manpower, and to inform the public of higher education needs.

APPENDIX B

SUMMARY OF INITIAL PLANNING MEETING HELD IN WASHINGTON, D.C. ON SEPTEMBER 18 AND 19, 1975.

P. O. Drawer P, Boulder, Colorado 80302 • (303)
492-7319

WICHE
Western Interstate Commission for Higher Education

APPENDIX B

N-1

INITIAL PLANNING MEETING

COST AND FUNDING STUDY
U.S. OFFICE OF EDUCATION GRANT
July 1, 1975 - June 30, 1976

September 18-19, 1975
Channel Inn
Washington, D.C.

Participants: Maryann K. Brown, Staff Investigator, WICHE
Maryann Duggan, Director, Continuing Education and Library Resources Program, WICHE
Paul Janeske (Friday morning) U.S. Office of Education Project Officer
Ronald Miller, Evaluator for Cost and Funding Grant
Vernon Palmour, Consultant
Karl Pearson, Systems Analyst, WICHE

The purpose of the meeting was to review the strategy proposed for conducting the Cost and Funding Study and to plan the data collection effort. Palmour had suggested collecting cost data and general planning data from a stratified probability sample of 100 state, academic, and public libraries. From these libraries, 12 (together with three bibliographic centers) would be selected by subjectively applied criteria for intensive on-site case study. After our review, it was decided that this approach was satisfactory except that major special and technical libraries would have to be included in the sampling universe.

The question of confidentiality was discussed. While it might be possible to conceal the identity of the smaller libraries in the sample, it appeared to be unlikely that the identity of the larger libraries would not be readily apparent from the data. This means the data analysis and reporting must be presented in such a manner as to make it clear that the larger libraries may have some relatively unique aspects to their operations, possibly making them not directly comparable to other libraries of their class.

Ron Miller suggested that cost data be analyzed and presented on a "productivity" basis, rather than expressed simply in terms of dollars. This is desirable because of an expected wide variation in direct labor salaries from one part to another of the western region and because the calculation of overhead is known to differ markedly from library to library. Using the "productivity" approach, cost elements can be expressed in terms of the amount of direct and indirect labor required. Another suggestion was to obtain dollar values through division of the total library budget by relatively broad cost categories rather than to attempt detailed dollar costing of particular narrowly defined activities.

While the data to be gathered from the sample of 100 libraries will be generalizable, it must be understood and clearly stated that the data derived from the case studies of 12 libraries cannot be assumed to be representative of other libraries. The purpose of the case studies are to derive some baseline cost estimates to be used in analyzing expected cost-benefits for network services and in evaluating the effectiveness of network operations. The cost data (from both samples) will contribute to network design by providing a basis for evaluating alternative network configurations and indicating the amount of resources that can be reallocated to non-network supported activities. The data can be presented as comparing total cost of manual vs. network service for various library activities in the region as a whole, and state by state. It also may be desirable to build a matrix of possible funding sources ranged against library activity groupings to suggest proportionate contributions likely from each source.

It appears that the case studies and survey of the 100 libraries need not be performed in a particular sequence. Alternatives to be considered are:

(a) survey of 100 libraries first, followed by the 12 case studies;
(b) case studies, followed by the survey of 100 libraries; or
(c) half the case studies, followed by the survey of 100, then followed by the remainder of the case studies.

The advantage of the second and third alternatives is that the case studies may raise questions about the generalizability of some findings which could then be tested in the survey of 100 libraries. A final selection from these alternatives will be made after we have had the opportunity to look over the gross planning data requested from the state libraries in early August.

The gross planning data, together with data reported in other studies, performed both inside and outside the West, will be analyzed prior to building survey instruments so that we can take full advantage of work done previously. We also plan to use the task descriptions defined in the highly-detailed California State University and Colleges (CSUC) study of technical processing performed several years ago, although we will categorize the 99 tasks into a group of 25 (approximately) for the sake of convenience and study cost reduction. As a planning guidepost, our desires for detailed data gathering should be reconciled to the constraints imposed by the project budget - keeping in mind that the study has the practical objective of furnishing information needed by Western library decision-makers to enable them to determine whether or not they should contract for network services.

The schedule for the cost and funding study cannot be firmly established until a review of the gross planning data has been accomplished. However, the cost portion of the study is anticipated to require about six months. Tentatively, we plan to have survey instruments ready for pre-test (using Idaho as a test-bed thanks to the gracious invitation of Helen Miller, State Librarian) by the beginning of November and final drafts ready for review about the first of December. The survey and studies would be conducted after January 1, 1976, taking cognizance of delays that may be occasioned in academic libraries by quarter or semester breaks in that month.

Cost studies of the bibliographic centers will focus on aggregate costs allocated to existing services and alternate approaches to the conversion of card files to storage in network machine-readable data bases. It is envisioned that bib-center operations will be markedly affected by the appearance in the West of on-line data bases containing holdings information.

Basic network service support systems (expected to be some or all of BALLOTS, WLN, OCLC, and BIBNET) will be examined from both the standpoints of estimated costs and expected service charges. While the former may be difficult to obtain, it is felt that such information is desirable in assessing the impact of major operational volume increases (or decreases) and the basis upon which service charges are established.

sm

APPENDIX C

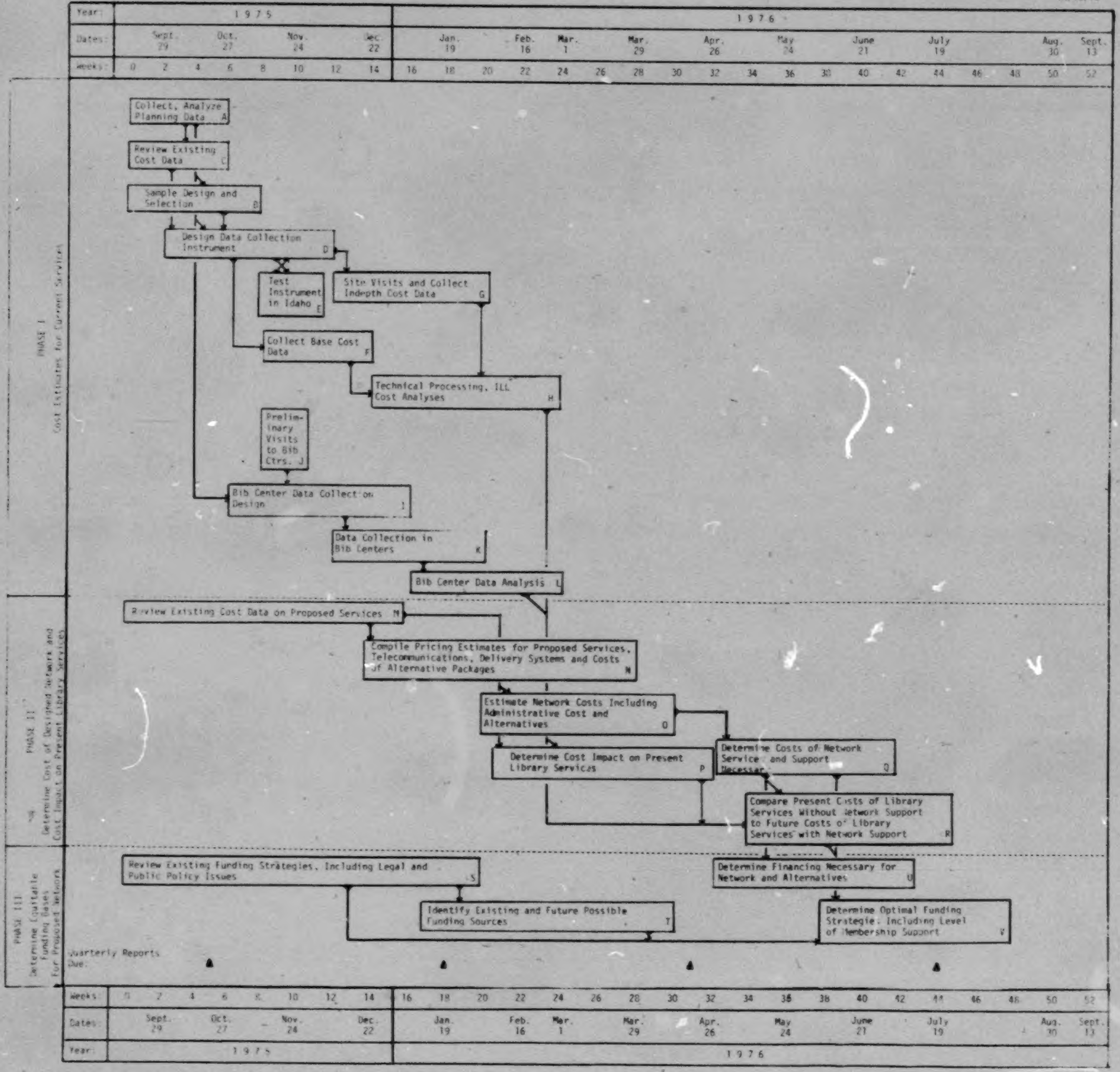
PROPOSED TIME SCHEDULE AND OVERVIEW OF SCHEDULE FOR COST AND FUNDING STUDIES CONCERNING THE DEVELOPMENT OF A POSSIBLE WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK.

NETWORK PROJECT CONTROL DOCUMENT LISTING THE MAJOR TASKS TO BE PERFORMED IN THE WESTERN LIBRARY NETWORK PROJECT FOR THE 1976 FISCAL YEAR.

COST AND FUNDING STUDIES CONCERNING DESIGN AND DEVELOPMENT
OF A POSSIBLE WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

PROPOSED TIME SCHEDULE

JKB
10/16/75


Year: 1975 | 1976
Dates: Sept. 29, Oct. 27, Nov. 24, Dec. 22, Jan. 19, Feb. 16, Mar. 1, Mar. 29, Apr. 26, May 24, June 21, July 19, Aug. 30, Sept. 13
Weeks: 0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52
PHASE I
Cost Estimates for Current Services
Collect, Analyze Planning Data A
Review Existing Cost Data C
Sample Design and Selection B
Design Data Collection Instrument D
Test Instrument in Idaho E
Site Visits and Collect Indepth Cost Data G
Collect Base Cost Data F
Technical Processing, ILL Cost Analyses H
Prelim-inary Visits to Bib Ctrs. J
Bib Center Data Collection Design I
Data Collection in Bib Centers K
Bib Center Data Analysis L
PHASE II
Determine Cost of Designed Network and Cost Impact on Present Library Services
Review Existing Cost Data on Proposed Services M
Compile Pricing Estimates for Proposed Services, Telecommunications, Delivery Systems and Costs of Alternative Packages N
Estimate Network Costs Including Administrative Cost and Alternatives O
Determine Cost Impact on Present Library Services P
Determine Costs of Network Services and Support Necessary Q
Compare Present Costs of Library Services Without Network Support to Future Costs of Library Services with Network Support R
PHASE III
Determine Equitable Funding Bases For Proposed Network
Review Existing Funding Strategies, Including Legal and Public Policy Issues S
Identify Existing and Future Possible Funding Sources T
Determine Financing Necessary for Network and Alternatives U
Determine Optimal Funding Strategies Including Level of Membership Support V
Quarterly Reports Due:

Document No.: N-2

APPENDIX C

Title: Network Project Control Document

Date: October 1, 1975

From: Karl M. Pearson, Jr.

PURPOSE

This document lists the major tasks to be performed in the Western Library Network Project for the 1976 fiscal year, including the work to be performed under grants from the Council of Library Resources for network design and U.S. Office of Education for Library Services Cost and Funding. Each task, defined as a major project activity that ends with the preparation of a specific product (usually one that is deliverable to a funding agency) is briefly described and its relationship to other tasks is indicated. Products are listed to show date on which they are due for delivery. Tasks, their relationship to each other, and their period of performance are shown graphically in a schedule chart.

This document is intended mainly for general project coordination, and must be supplemented with various memoranda and notes providing more detailed activity schedules for each task. Travel schedules and non-task-oriented milestones (such as appointment of design teams, scheduling of meetings, etc.) will be developed and documented as needed or convenient.

PROJECT TASKS

Each major task in the project is outlined in the following list. Tasks are assigned an alphabetic identity code and the resultant products are assigned a numeric identity code for convenience in referring to the schedule chart and task and product lists. Staff members listed for a task are those having major participation in the task; it is assumed that all staff members will participate in each task to some degree. The person first listed has the main responsibility for the task's performance.

Task

A Collect cost data on present manual activities likely to be affected by automation and other network services

Product 51: Cost estimates for current services

Performance estimate: 26 weeks

Staff: Brown, Palmour, Pearson

Tasks related to: C, J, T

Tasks upon which dependent: H, J

B Estimate costs for proposed network services, and cost out alternatives being investigated

Product 52: Cost curves and service charges for network activities, as basis for membership/fee schedules

Performance estimate: 16 weeks

Staff: Brown, Pearson

Tasks related to: P, C

Tasks upon which dependent: J, H, K, M, Q, T

C Determine cost of designed network, re-evaluate calculated cost/benefit for sample of libraries, and establish equitable funding basis for network

Product 53: Document methodology, findings, and recommendations for network self-support

Performance estimate: 20 weeks

Staff: Network Director, Brown, Palmour, Pearson

Tasks related to: U, P

Tasks upon which dependent: B, A

Task

D Study organizational aspects of other similar networks (legal basis, structure, management, funding, membership contracts)

Product 101: Working papers summarizing each network studied, and a recommendation for basis for Western Network

Performance estimate: 24 weeks

Staff: Network Director, Pearson

Tasks related to: P, C

Tasks upon which dependent: H

E Determine alternatives for improved delivery of materials through interlibrary loan

Product 102: Working paper describing alternatives, recommending best alternative

Performance estimate: 14 weeks

Staff: Network Director, Pearson

Tasks related to: T

Tasks upon which dependent: D, H

F Review existing networks + studies of systems and data bases available to the West

Product 3: Document describing existing or potential system components for the Western Network

Performance estimate: 14 weeks

Staff: Pearson

Tasks related to: G, H, J

Tasks upon which dependent: J

G Determine desired content and structure of the data base needed to support resource sharing among western libraries

Product 5: Document describing record content and data base structure

Performance estimate: 8 weeks

Staff: Network Director, Pearson

Tasks related to: L, Q, P

Tasks upon which dependent: H, F, J, K

Task

H Define and prioritize the specific network services desired by potential network members

Product 7: Document listing and technically describing potential services, and priority for each

Performance estimate: 6 weeks; Time Needed: 15 weeks

Staff: Network Director, Pearson

Tasks related to: G, J, K, M, T, A, B, Q, P

Tasks upon which dependent: F, J

J Collect planning ("hard") data about libraries and their potentially interdependent activities in the West

Product 4: Document presenting analysis and interpretation of the planning data

Performance estimate: 10 weeks; Time Needed: 26 weeks

Staff: Network Director, Pearson, Brown

Tasks related to: K, L, M, R, T, A, B, G, F

Tasks upon which dependent: H, F, A

K Study feasibility of interconnecting the three bib centers, and gather ILL traffic data for each, growth rate of holdings data, etc. (establish optimum "system" for ILL resource sharing)

Product 9: Document recommendations for interconnecting the bib centers, and for future input of holdings data to WLN and BALLOTS data bases

Performance estimate: 12 weeks; Time Needed: 16 weeks for data collection, more dickering, better interfacing with other tasks

Staff: Network Director, Pearson, Brown

Tasks related to: G, T, B, M, Q, P

Tasks upon which dependent: J, H, L

L Study feasibility of interconnecting WLN and BALLOTS through dual access and exchange of records

Product 8: Document providing technical and legal details on the interconnection of WLN and BALLOTS

Performance estimate: 12 weeks

Staff: Network Director, Pearson

Tasks related to: N, R, T, Q, P, K

Tasks upon which dependent: H, G

Task

M Design best telecommunications links and protocol

Product 10: Document reviewing existing and potential links and protocols, and recommend best for western network

Performance estimate: 23 weeks

Staff:

Tasks related to: Q, P, R, S, T, B

Tasks upon which dependent: H, K, L, J, R

N Investigate legal aspects of data base ownership and record interchange or purchase

Product 11: Document a summary of investigation and recommend strategies for record interchange or purchase

Performance estimate: 12 weeks

Staff: Network Director

Tasks related to: Q, R, P

Tasks upon which dependent: L, R

P Draft network charter and membership contracts; establish membership fees/other funding basis

Product 12: Draft charter and membership contracts

Performance estimate: 13 weeks

Staff: Network Director

Tasks related to: S, T, U

Tasks upon which dependent: M, K, L, H, G, N, B, C

Q Test input of current bib center additions into data bases, and study feasibility of selective retrospective file conversion

Product 13: Document recommended strategies for selected input of location records from the bib centers to the two data bases (WLN and BALLOTS)

Performance estimate: 21 weeks

Staff: Pearson

Tasks related to: P, T, B

Tasks upon which dependent: N, L, M, K, H, G

Task

R Explore record interchange with other networks and private sector

Product 14: Report on efforts to exchange bibliographic records

Performance estimate: 26 weeks

Staff: Network Director, Pearson

Tasks related to: N, M, T, B

Tasks upon which dependent: N, M, L, J

S Begin development of training manuals and instructional programs

Product 15: Produce specific training packages for users at various network levels, activities

Performance estimate: 21 weeks

Staff: CE Coordinator, Network Director, Pearson

Tasks related to: T

Tasks upon which dependent: P, M, T

T Prepare final western network technical specifications and organizational charter

Product 16: Final network design document incorporating technical, legal, organizational, financial, and operational details

Performance estimate: 17 weeks

Staff: Network Director, Pearson, Brown

Tasks related to: S, B, U

Tasks upon which dependent: H, J, K, L, M, P, Q, R, S, A

U Draft contracts for network services and obtain membership commitments from each state and participating institution

Product 17: Completed contracts/commitments from network members

Performance estimate: 20 weeks

Staff: Network Director

Tasks related to: None

Tasks upon which dependent: T, P, C

V Propose equitable means for funding interlibrary loan to cover the differences between net lenders and borrowers

Product 103: Working paper describing alternatives, recommending best alternative

Performance estimate: 14 weeks

Staff: Network Director, Pearson, Brown

Tasks related to: P

Tasks upon which dependent: H, J, D

PRODUCTS AND DUE DATES

Products Deliverable to CLR:

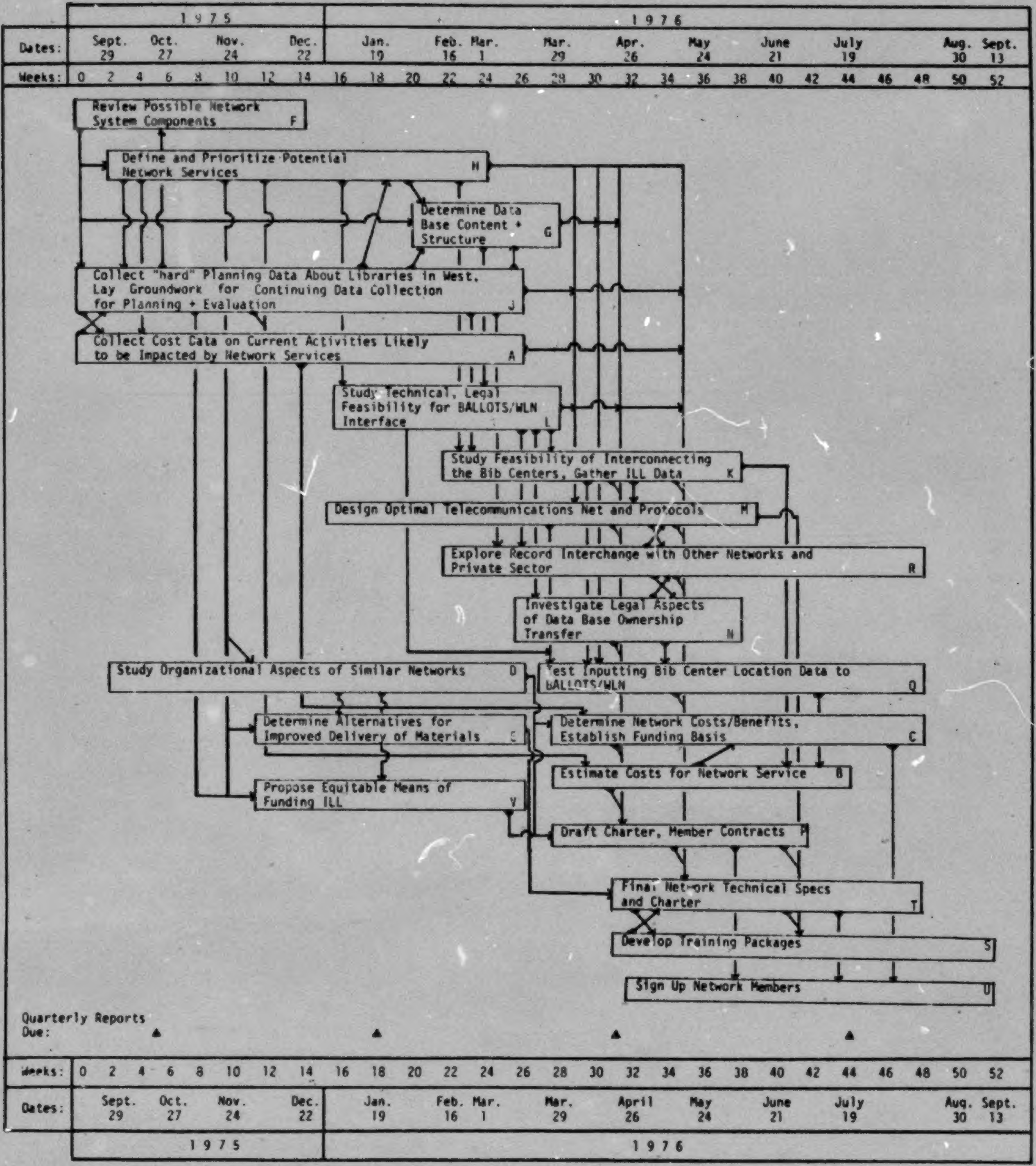
Product No.	Task	Due Date	Title
		10/20/75	First Quarterly Report
3	F	12/22/75	Systems and Components Potentially of Use for a Western Library Network
		1/19/76	Second Quarterly Report
4	J	3/15/76	Planning Data for a Western Library Network
5	G	3/29/76	Content and Structure of a Resource Sharing Data Base
7	H	3/1/76	Potential Services to be Provided by a Western Library Network
8	L	3/29/76	Interconnection of Western Library Computer-Based Systems
		4/19/76	Third Quarterly Report
9	K	6/7/76	Interconnection of Western Bibliographic Centers
10	M	6/14/76	Telecommunications for a Western Library Network
11	N	6/7/76	Legal Aspects of Bibliographic Record Interchange
12	P	6/28/76	Draft of a Charter and Membership Contracts for a Western Library Network
		7/19/76	Fourth Quarterly Report
13	Q	8/16/76	Strategies for Adding Bib Center Holdings Data to a Western Library Network Data Base
14	R	8/16/76	Exchange of Bibliographic Records with Other Networks and the Private Sector
15	S	9/13/76	Training Packages for a Western Library Network
16	T	8/16/76	Governance and Technical Specifications for a Western Library Network
17	U	9/13/76	Contrcts and Commitments for Members of a Western Library Network
			Final Report

Products Deliverable to USOE:

Product No.	Task	Due Date	Title
		10/20/75	First Quarterly Report
		1/19/76	Second Quarterly Report
51	A	3/15/76	Cost Estimates for Current (Manual) Library Activities Likely to be Affected by Network Services
		4/19/76	Third Quarterly Report
52	B	7/19/76	Estimated Costs for Network Services
		7/19/76	Fourth Quarterly Report
53	C	8/16/76	Costs, Benefits, and Funding Sources for a Western Library Network
			Final Report

Other Products:

Product No.	Task	Due Date	Title
101	D	3/15/76	Governance Structures for Library Networks
102	E	3/15/76	Improving Delivery of Library Materials
103	V	3/15/76	Equitable Funding for Western Interlibrary Loan


1975
1976
Dates:
Sept. 29
Oct. 27
Nov. 24
Dec. 22
Jan. 19
Feb. 16
Mar. 1
Mar. 29
Apr. 26
May 24
June 21
July 19
Aug. 30
Sept. 13
Weeks: 0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52
Review Possible Network System Components F
Define and Prioritize Potential Network Services H
Determine Data Base Content + Structure G
Collect "hard" Planning Data About Libraries in West, Lay Groundwork for Continuing Data Collection for Planning + Evaluation J
Collect Cost Data on Current Activities Likely to be Impacted by Network Services A
Study Technical, Legal Feasibility for BALLOTS/WLN Interface L
Study Feasibility of Interconnecting the Bib Centers, Gather ILL Data K
Design Optimal Telecommunications Net and Protocols M
Explore Record Interchange with Other Networks and Private Sector R
Investigate Legal Aspects of Data Base Ownership Transfer N
Study Organizational Aspects of Similar Networks D
Test Inputting Bib Center Location Data to BALLOTS/WLN Q
Determine Alternatives for Improved Delivery of Materials E
Determine Network Costs/Benefits, Establish Funding Basis C
Estimate Costs for Network Service B
Propose Equitable Means of Funding ILL V
Draft Charter, Member Contracts P
Final Network Technical Specs and Charter T
Develop Training Packages S
Sign Up Network Members U
Quarterly Reports Due: ▲ ▲ ▲ ▲
Weeks: 0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52
Dates:
Sept. 29
Oct. 27
Nov. 24
Dec. 22
Jan. 19
Feb. 16
Mar. 1
Mar. 29
April 26
May 24
June 21
July 19
Aug. 30
Sept. 13
1975
1976

KMP
10/75

APPENDIX D

QUESTIONNAIRE ON PRELIMINARY NETWORK PLANNING DATA

APPENDIX D

Your State ____________________

PRELIMINARY NETWORK PLANNING DATA

1. Please attach a list of libraries (public, academic, community college and special) in your state. Please show as much data as possible about each. We particularly need to know:
   - a. Name of library; city or town located
   - b. Name of librarian
   - c. Staff size - professional and support
   - d. Volumes in collection
   - e. Volumes added per year
   - f. Dollars spent per year on materials (separate data for books and serials, if possible)
   - g. Total annual budget
   - h. Is the library in a legally established system?
   - i. Annual circulation
   - j. Annual number of interlibrary loans
     - (1) Requested
     - (2) Supplied

   NOTE: Your annual report on libraries in your state would an adequate "first cut" in collecting this information.

2. Statewide totals for the above will also be helpful.

3. Pleace attach a map of your state showing existing library systems, regions, or federations.

4. Please indicate on map location of libraries having TWX or similar data communication terminals.

5. Please list any centralized processing centers in your state and supply following data on each:
   - a. Name and location and director's name
   - b. Type and number of libraries serving
   - c. Annual budget
   - d. Staff size, professional and support
   - e. Number of volumes and titles processed per year
   - f. Services performed and fees for each
   - g. Number of catalog cards produced per year
   - h. Existence of holding records for each title (i.e., a union catalog)
   - i. Extent of automation of acquisitions and cataloging (Briefly describe)

6. Please describe any other type of "union catalog" covering libraries in your state -- present or planned (including numeric records)
    a. Location and responsible agent
    b. Estimated size of file (number of entries)
    c. Type and number of libraries contributing records
    d. Start-up date
    e. Estimated number of entries added per year
    f. Scope of material included
    g. Uses made of file; i.e., nature and frequency of use
    h. Staffing
    i. Annual cost

7. Please describe present or planned Union List of Serials for libraries in your state:
    a. Number and type of contributing libraries
    b. Date of issuance and updates
    c. Number of titles contained
    d. Degree of automation
    e. Plans for future Union Lists of Serials
    f. Costs and funding source

8. Briefly describe any ongoing automation activities in technical processing or circulation in any major libraries in your state. The area automated, the name of the system, and the person to contact for more details would be helpful.

9. Which libraries in your state now issue or plan to issue book catalogs of their collections.

10. Please estimate for all the libraries in your state the total number of interlibrary loan transactions per year.

	In-State	Out-of-State
Borrowing	____________	____________
Lending	____________	____________

11. What networks or consortia now exist in your state? The following information on each would be helpful.
    a. Name, location, responsible agent, director
    b. Type and number of members
    c. Annual budget

   d. Staff size (of network staff)
   e. Services performed
   f. Present or planned automation

12. Do you have or are you developing any plans for an "automated network" among the libraries in your state. If so, briefly describe. The data base size and composition, the hardware used, and services planned will be helpful.

13. What machine-readable cataloging data is presently available for monographs or serials or other materials for any libraries in your state?

APPENDIX E

DATA REQUIREMENTS FOR THE DESIGN AND DEVELOPMENT OF A WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK.

APPENDIX E

DATA REQUIREMENTS FOR THE DESIGN AND DEVELOPMENT OF A WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

A variety of data requirements exist for the proposed study. The USOE cost and funding study requires data to develop estimated costs of library services with, and without, a Western network, estimated costs for services of the existing bibliographic centers, and estimated costs of proposed network services based on the BALLOTS and WLN automated systems. Given the defined products and services to be provided by the network and the estimated costs of these services, the primary objective of the USOE study is to translate this into an equitable cost recovery plan or pricing policy. The investigation of alternative pricing policies will require data on estimated use of the system by the various library groups -- academic, public, and state.

The design study, funded by the CLR, contains a host of data requirements also. Due to the nature of the intended use of much of this data, it will be referred to as planning data. In the long run the management of the network will require a current data base, including certain information labeled initially as planning data. Good examples are:

1. Total number of libraries by type and state;
2. Information on resources--number of books, serials, and microforms owned;
3. Actual use of network;
4. Demographic data--population served as a function of various characteristics.

It is difficult at this stage to list all the planning data that will ultimately be required to design and develop the network. In all areas of network design, decisions will have to be made that to various degrees should be influenced by available data. Early in the design, information is required on the perceived needs of the users in order to define the network services and products. Once the potential services and products are configured, estimates of the demand must be made. These forecasts will be based on existing activities, such as number of books cataloged annually, tempered by subjective estimates of the impact of the network on the activities. Numerous other examples of planning data can be given, but an important task that requires more study is the identification of the data requirements for the overall project. The primary objective of this memo is to discuss the methodology for obtaining the data in contrast to defining the required data elements.

Since the source of most of the required data is the individual libraries of the Western states and the total number of libraries is large, a sample of libraries is necessary for the study. Basically, two approaches are available for selecting samples. The first approach is by statistical means, generally referred to as probability sampling. The term probability implies that each unit selected into the sample is done so with a known probability. A second approach might be labeled as subjective sampling. Here the units are included in the sample based on subjective criteria. While the subjective approach may yield estimates that are useful for planning, such an approach does not yield statistically valid data. The primary difficulty with the data derived from a subjective sample is that the sample estimates cannot be projected to the total population. It is for this reason that normally a sample refers to a statistical sample that is drawn such that estimates can be developed that are representative of the entire population.

For purposes of this study both kinds of samples will be used. The bulk of planning data will be obtained from a probability sample of libraries. Detailed cost information on existing services will then be collected on a case study basis from a smaller number of libraries. The sampling methodology, proposed for the larger sample is called stratified random sampling. The population, or universe, of libraries has been stratified into the following categories:

Type Library	Estimated Total Number
Academic Libraries	
1. Large	17
2. Other	600
Public Libraries	
1. Large	10
2. Other regional headquarters	180
3. Other	2800
State Libraries	17
Bibliographic Support Centers	2
Computer Systems	2

The total number of libraries are strictly best guesses at this point. Before the actual sample is drawn, the number of libraries in each group will be determined, as well as a complete list of the libraries by name.

Based primarily on cost considerations, a probability sample of 100 libraries is desired to collect planning data. Such a sample will allow reasonable estimates to be made on totals such as total interlibrary loans. The cost data will be collected in 12 of the sample libraries, but the 12 will be chosen based on subjective criteria. Given a desired sample size of 100, the next step is to allocate the 100 libraries over the categories (strata). The allocation scheme adopted was based upon the expected volume of interlibrary loan traffic. Since the large libraries, academic and public, account for most of the interlibrary loan traffic, as well as a major portion of library costs, all of the large libraries will be included in the sample.

The remaining sample libraries will be chosen on a probability basis. Given the number of large libraries and state libraries shown above, 44 libraries would be included in the sample with certainty (probability one). The remaining 56 libraries to be chosen were split equally between academics and publics resulting in the following allocation as shown under "sample size".

Type Library	Sample Size	Case Studies
Academic Libraries		
Large	17	2
Other	28	3
Public Libraries		
Large	10	2
Other Regional Libraries	18	2
Other	10	1
State Libraries	17	2
	100	12

A subsample of 12 libraries will be chosen based on subjective criteria. The allocation of the 12 libraries over the categories was made as shown above. The allocation between publics and academics was based on the assumption that interlibrary loans would be about equal for the two groups.

VERNON EUGENE PALMOUR

APPENDIX F

BACKGROUND DATA INSTRUMENT

ROUGH DRAFT

Form 2
Page 1

APPENDIX F

BACKGROUND DATA

Library Name_______________________ Location_______________________________

Library Director_______________________

For further information regarding this form contact:_______________________________

Title: _______________________________

Phone: _______________________________

I. STRUCTURE

Currently does your library participate in a multi-library system, network, consortia or other resource-sharing model? YES____ NO____

If YES, what is the organization? ____

Please describe the nature and services,existing or proposed, of the organization. ____.

Is participation founded on a formal or contractual basis? YES____ NO____

II. COLLECTION

Fiscal year ☐ from month___ to month ___
Calendar year ☐

Year	HOLDINGS							
	Titles				Volumes			
	Monographs	Serials	Other	Total	Monographs	Serials	Other	Total
1973-1974								
1974-1975								
1975-1976 (est.)								

III. LIBRARY BUDGET

Fiscal year ☐ from month___ to month ___
Calendar year ☐

BACKGROUND DATA (cont.)

TYPE OF EXPENDITURE		1974/1975	1975/1976
1. Total Capital expenditures	1		
2. Total library operating budget	2		
Salaries (annual expenditures)*			
a. Professional Librarians (FTE=____)	2a		
b. Library Assistants (FTE=____)	2b		
c. Students/Pages (FTE=____)	2c		
d. Other Professionals (FTE=____)	2d		
e. Others (FTE=____)	2e		
f. Automated Systems (specify______________)	2f		
3. Total cataloging/technical processing operating budget	3		
Salaries (annual expenditures)*			
a. Professional Librarians (FTE=____)	3a		
b. Library Assistants (FTE=____)	3b		
c. Students/Pages (FTE=____)	3c		
d. Other (FTE=____)	3d		
e. Automated systems (specify______________)	3e		
f. Contracted services (specify______________)	3f		
g. Catalog card stock	3g		
4. Total cataloging/technical services capital expenditures - specify if > $500, __________	4		
5. Acquisition/order department total operating budget	5		
Salaries (annual expenditures)*			
a. Professional Librarian (FTE=____)	5a		
b. Library Assistants (FTE=____)	5b		
c. Students/Pages (FTE=____)	5c		
d. Other (FTE=____)	5d		
Materials Budget			
e. Monograph budget	5e		
f. Serials budget	5f		
g. Other budget	5g		
h. Contracted services (specify______________)	5h		
i. Automated systems (specify______________)	5i		
6. Acquisition/order department capital budget if over $500, specify __________	6		
7. Interlibrary loan operating annual budget**	7		
Salaries (annual expenditure)*			
a. Professional Librarians (FTE=____)	7a		
b. Library Assistants (FTE=____)	7b		
c. Students/Pages (FTE=____)	7c		
d. Other (FTE=____)	7d		
e. Communications (TWX, telephone, etc.)	7e		
f. Postage, Messenger service, delivery systems	7f		
g. Contracted services (specify______________)	7g		
8. Interlibrary loan capital expenditures	8		

* Include overhead and benefit formulae if not included in salaries.

** Estimate if not a distinct department.

BACKGROUND DATA (cont.)

IV. SERIALS CONTROL

Is serials control handled by a separate section other than cataloging/technical processing? YES____ NO____

If YES, please indicate below the budget allocation and expenditures for serials control.

		1974-1975	1975-1976
1. Serials control division total budget	1		
Salaries*			
a. Professional Librarian (FTE=____)	1a		
b. Library Assistants (FTE=____)	1b		
c. Students/Pages (FTE=____)	1c		
d. Other (FTE=____)	1d		
e. Contracted services (specify____________)	1e		
f. Automated systems (specify____________)	1f		

If NO, indicate below number of FTE in each category included in serials.

PROFESSIONAL ____________________

LIBRARY ASSISTANTS ____________________

STUDENT ASSISTANTS/PAGES ____________________

OTHER ____________________

What department is responsible for serials control? ____________________

V. INTERLIBRARY LOANS

Please indicate below the ILL volume handled last year.

Type of Materials	Borrowing Requests			Lending		
	Photocopy/ duplicate	Original	Total	Photocopy/ duplicate	Original	Total
Monograph						
Serials**						
Other						
Total						

What was the percent (estimate) of the borrowing requests filled within state? __________

What was the percent (estimate) of the lending requests filled within state? __________

---

* Include overhead and benefit formulae if not included in salaries.

** Indicate volume in articles, not number of pages in article.

BACKGROUND DATA (cont.)

What is the average number of days to fill a request?

Within the state:______; From Adjoining states ______; From other states ______

Please indicate below the average number of times (estimate) you make a request before obtaining the ILL requested item:

- 1 1.0-1.4
- 2 1.5-1.9
- 3 2.0-2.4
- 4 2.5-2.9
- 5 3.0-3.4
- 6 3.5-3.9
- 7 4.0 or over

VI. ACQUISITIONS

What percent of acquisitions are presently received through blanket order/approval plans? ________________

During the current fiscal year, what percent of items ordered are post-1968 imprints? ________________

VII. TECHNICAL SERVICES

1. What is the average cataloging processing time from date received from acquisitions through typing and proofreading of cards, preparing book for shelf and cards for filing? ______________

2. What percent of titles that go through your department are done:

With no LC copy available ________
With no NUC copy available ________
With no secondary source copy available _______

3. Cataloging volume - what was the cataloging volume for:

1974-1975 _____________
1975-1976 (expected) _____________

4. What is the average number of cards produced per volume:

Monographs _____________
Serials _____________
Other _____________

VIII. COMPUTER SUPPORT

Does library have its own computer? YES ___ NO ____

If YES, does library: Own ____ or Rent ____

If OWNED, what was initial investment/development cost? ______________;
what are annual maintenance/operating costs? _____________________;
when was computer purchased? ____________________

If RENTED, what are annual rental costs? ________________________

BACKGROUND DATA (cont.)

Does library receive computer-based services from other than campus or city computer? YES____ NO ______

If YES, from what source? ____________________________________

Describe services provided. ____________________________________
____

What are the current annual costs of this service?

Does library use campus or city computer? YES ____ NO _____

If YES, what are the services provided? ____________________________
____
____.

If charged, what are the current annual expenditures for these services?
____

Please indicate below what functions are presently automated in your library.

	System Used	Functions Performed
1. Acquisitions		
2. Cataloging		
3. Circulation		
4. Union Catalog		
5. Serials Control		
6. Reference		
7. Booking		
8. Union List of Serials		
9. Other (specify) __________________ __________________ __________________		

Do you have a machine-readable data base? YES _____ NO _____

BACKGROUND DATA (cont.)

If YES, please indicate data available on file (check as many as apply).

1. cataloging data
   a. LC card number
   b. ISBN
2. Circulation data
3. Serials data
   a. ISSN
4. Vendor data
5. Union list data
6. Other (specify) ____________________

Was this a one-time building conversion? YES____ NO______

If YES, what was the building cost? ____________________

What is the annual updating cost? ____________________

How many library man-hours per year are devoted to computer use, or computer-related tasks?

Professional Librarian ____________
Non-professional ____________
Student Assistants ____________
Other Professional ____________

APPENDIX G

COSTING AND PROCEDURAL DATA INSTRUMENTS:

COSTING BACKGROUND
CATALOGING ACTIVITY SHEET
ACQUISITIONS ACTIVITY SHEET
INTERLIBRARY LOAN ACTIVITY SHEET
ILL LENDER'S FORM
ILL BORROWER'S FORM
SERIALS ACTIVITY SHEET

ROUGH DRAFT

APPENDIX G

FORM 3

COSTING BACKGROUND

(To Be Completed and Returned Prior to Site Visit)

Cost Elements

Overhead

I. Space (Square Footage)

A. Entire Library (Estimate) A. ______________

B. Cataloging Technical Processing Area (Estimate) B. ______________

C. Acquisitions/Order Department Area (Estimate) C. ______________

D. ILL Office Area (Estimate) D. ______________

E. Serials Control (Estimate) E. ______________

F. Does the library pay rent, utilities, insurance, etc., for the library building? F. Yes____ No____

G. If no, how and by whom are these costs absorbed? G. ______________

____

H. What annual costs are paid? H. ______________

I. Do above figures include branch libraries? I. Yes____ No____

II. Fringe Benefits

A. Does the library pay for insurance, retirement, etc. for employees? A. Yes____ No____

If YES, please indicate amount/percentage/dollar formula applicable to each of the following:

1. Professional Librarian ______________________________
2. Library Assistants ______________________________
3. Students/Pages ______________________________
4. Other ______________________________

B. Does any other source (e.g., local, state, federal government, college administration) besides library or employee pay insurance, retirement, etc., for library employees? B. Yes____No____

If YES, please indicate amount/percentage/dollar formula applicable to each of the following:

1. Professional Librarian ____________________
2. Library Assistants ____________________
3. Students/Pages ____________________
4. Other ____________________

C. Please indicate below holidays, sick leave and vacation days received annually by each of the following:

Type of Employee	Type of Paid Non-Work Days			Total Paid Non-Work Days
	Holidays	Sick Leave	Vacation	
Professional Librarian				
Library Assistant				
Students/ Pages/Hourly Employees				
Other				

D. Do employees receive paid sabbaticals? D. Yes____No____

If YES, what are the eligibility requirements?

____

____

How often does an employee become eligible for a sabbatical? ____________________

What is the term of the sabbatical? ____________

E. Please list other benefits received by the employee other than those which s/he does not pay.

Type of Employee Receiving Benefit	Dollar/Percentage Formula Employed	Type of Benefit	Source of Payment

III. Work Week

What is the normal work week of full-time employees in your library? _______________Hours

IV. Organizational Structure

Outline as fully as possible the interrelationship of the various departments within the library. Indicate the hierarchical structure and reporting scheme within the library, as well as FTE in each arm of the organization. For each departmental head, division chief or director in or above Acquisitions, Cataloging, Serials Control or Interlibrary Loan, please indicate annual salary.

Form 3
Page 5

Cataloging Department Personnel Data
(Including Student Assistants)

Line No.	Name	Salary/ Wage	Hours Per Week in			Grade, Title or Position	Immediate Supervisor
			Cataloging	Other	Total		

Form 3
Page 6

Acquisitions/Order Department Personnel Data
(Including Student Assistants)

Line No.	Name	Salary/ Wage	Hours Per Week in			Grade, Title or Position	Immediate Supervisor
			Acquisitions	Other	Total		

Form 3
Page 7

Interlibrary Loan Department Personnel Data
(Including Student Assistants)

Line No.	Name	Salary/ Wage	Hours Per Week in			Grade, Title or Position	Immediate Supervisor
			ILL	Other	Total		

Form 3
Page 8

Serials Control Personnel Data
(Including Student Assistants)

Line No.	Name	Salary/ Wage	Hours Per Week in			Grade, Title or Position	Immediate Supervisor
			Serials Control	Other	Total		

Inventory of Equipment

Please list below all equipment owned by library used in acquisitions, cataloging serials control and/or interlibrary loan. In instances where equipment is used in more than one function (e.g., interlibrary loan and reference) please estimate percent of time equipment devoted to activity under investigation. For instance, furniture used by an employee who works in more than one function should be allocated to each department or function according to that employee's allocation of time. Please include all furniture, copying equipment, typewriters, etc.

Description	Number of Items	Purchase Price Per Item	Date(s) of Purchase	Percent Allocation To				
				Cataloging	Acquisitions	ILL	Serials Control	Other Depts.

Equipment Rental

Please list below all equipment rented or leased by library and used in Acquisitions, Cataloging, Serials Control and/or Interlibrary Loan. In instances where equipment is used in more than one function (e.g., Interlibrary Loan and Reference), please estimate percent of time equipment is devoted to the activity under investigation.

Description	Number of Items	Annual Rental/ Fees	Percent Allocation To				
			Cataloging	Acquisitions	ILL	Serials Control	Other Depts.

Inventory of Bibliographic Tools

Please indicate below bibliographic tools used in Cataloging, Acquisitions, and/or Interlibrary Loan. Indicate in parenthesis the number of items or subscriptions received. If the item is used by more than one department or function, please indicate the number of other departments under "Other".

Title	Subscription or Purchase Price	Used In			
		Cataloging	Acquisitions	ILL	Other

Annual Supply Expenditures

Please list below supplies purchased and costs for Cataloging, Interlibrary Loan and Acquisitions. Estimate where necessary. In instances where supplies are used by more than one department or function, please allocate to the specified department use according to FTE or other equitable formula. Indicate formula employed in footnote.

Description	Purchase Price (Indicate Unit Used)	Annual Volume Used by (Estimate)		
		Cataloging	Acquisitions	Interlibrary Loan

Does the library purchase proof slips? Yes____ No____

If YES, what is the annual subscription cost? __________

If YES, indicate below for what purposes they are used.

____

____

Book selection Yes____ No____

Order copy verification Yes____ No____

Cataloging copy which is retyped Yes____ No____

Cataloging copy which is reproduced by Xerox or other photo means Yes____ No____

Other - Specify

________________________________ Yes____ No____

________________________________ Yes____ No____

________________________________ Yes____ No____

What coordination is there between acquisitions and cataloging?

Is pre-order search data used by catalogers? Yes____ No____

Other Yes____ No____

If YES, please describe: ________________________

____

____

____

Is Serials cataloging performed by a separate cataloging group? Yes____ No____

Are Periodicals classified? Yes_____ No_____

If YES, are they cataloged in the same manner as monographs? Yes_____ No_____

Are other Serials classified? Yes_____ No_____

If YES, are they cataloged in in the same manner? Yes_____ No_____

Is there a reclassification project under way? Yes_____ No_____

If YES, what is: the beginning date? ____________________

expected ending date? ____________________

Activity Allocations

Please indicate the department responsible for the following activities.

Activity	Department	Do You Contract Outside Services For This Activity	
		Yes	No
Pre-order searching and verification			
Accessioning			
Making book pocket and circulation card (if any)			
Other physical processing			
Pre-filing catalog cards for main catalog			
Pre-filing for branch libraries			
Filing cards in main catalog			
Filing cards in branch libraries			
Receiving ILL request from patron			
Verifying ILL bibliographic information			
Serials control			
Added copy routines			
Interlibrary loans for main library			
Interlibrary loans for branch libraries			
Material selection for branch libraries			
Ordering materials for branch libraries			

Cataloging Background Data

I. Card Services

A. Do you employ any cataloging services such as (Baker and Taylor) A. Yes____No____

If YES, what are the services employed?

____

If YES, what is the cost per item?

____

B. How many titles were cataloged using this service from July 1974 to June 1975? B. ____________

C. What were the total payments made for this service? C. ____________

D. Are revisions necessary on cards received from this service? D. Yes____No____

If YES, please describe types of revisions made. ____

____

II. A. Do you subscribe to proof slips? A. Yes____No____

If YES, what is the annual subscription rate? ______________________________

B. Are the proof slips used by other departments? B. Yes____No____

If YES, what other departments use them?

____

____

____

III. Preprocessing

A. Do you receive any materials preprocessed? A. Yes___ No___

If YES, from what sources?___________________

B. What do you pay for this service per item? B. ____________

C. How many items were received from this service in the year July 1974 - June 1975? C. ____________

D. What were the total payments made for this service from July 1974 - June 1975? D. ____________

E. Are revisions necessary upon items received? E. Yes___ No___

If YES, what type? ________________________

____

IV. Automated Cataloging Systems

A. Does your library maintain or use automation for cataloging? A. Yes___ No___

If YES, please describe what type of system and procedures in using the system.

____

____

____

B. What do you pay for this system per item? B. ____________

C. How many volumes were cataloged using this system in July 1974 - June 1975? C. ____________

D. What were the total costs/payments made for use of the system? D. ____________

Interlibrary Loan Background

Lending

I. Postage

A. What is your average postage cost per ILL item?

1. For originals A(1) ___________

2. For copies A(2) ___________

II. Photocopying Charges and Costs

A. Is photocopying done by the ILL Department? A. Yes___No___

If YES, what is the charge to the borrower?

____

If NO, where is copying done?_______________

B. How much do they charge to the ILL Department for copying? ___________________________

C. Is this expense billed to the borrower?

Yes_____ No_____

D. For the year July 1974 - June 1975, what was your volume of copying for ILL?

No. of Items_____ Cost/Item_____ Average Number of Pages/Item _____

No. of Pages_____ Cost/Page_____

III. Insurance Costs

A. Describe the insurance coverage for items handled through the ILL Department A. ___________

____

____

B. What is the annual rate for this insurance? B. ___________

(If not an annual rate, please describe your insurance costs.) ___________________

____

IV. Communications

A. What is your annual ILL cost for:

1. Telephone A(1)____________

2. Teletype A(2)____________

3. Other (Specify) ________________ A(3)____________

________________ ____________

________________ ____________

V. Delivery Service

A. What is your annual ILL cost for:

1. Messenger or courier service A(1)____________

2. Other ________________________ A(2)____________

VI. Regional Systems

A. Do you participate in a hierarchical or network program for interlibrary loan? A. Yes___No___

If YES, are you reimbursed for lending services?

Yes_____ No_____

If YES, what do you receive per request filled

Filled?____________ Unfilled?__________

Borrowing Cost Components

I.

A. Do you participate in any bib center, resource centers or maintain resource sharing agreements for interlibrary loan purposes? A. Yes___No___

If YES, please specify name of organization

____

If YES, what are annual membership fees for services provided? __________________________

NOTE: To be kept on an individual basis for 3 weeks

LIBRARY ____________________

CATALOGING ACTIVITY SHEET (ROUGH DRAFT)

EMPLOYEE ____________________

ACTIVITY	TIME (in minutes)	VOLUME
1. Searching, verifying bibliographic information.	TOTAL:	(in volumes) TOTAL:
2. Ordering, receiving, arranging and matching LC card/copy proof slips or commercial cards with item.	TOTAL:	(in volumes) TOTAL:
3. Added copy/added volume routines	TOTAL:	(in volumes) TOTAL:
4. Original Cataloging	TOTAL:	(in volumes) TOTAL:
5. Routine cataloging with cards or card copy	TOTAL:	(in volumes) TOTAL:
6. Routine cataloging from automated system records (specify system ____________________)	TOTAL:	(in volumes) TOTAL:
7. Cataloging revision	TOTAL:	(in volumes) TOTAL:
8. Manual production/reproduction of cards.	TOTAL:	(in cards produced) TOTAL:
9. Revision of catalog cards	TOTAL:	(in cards revised) TOTAL:
10. Prefiling catalog cards	TOTAL:	(estimate of cards) TOTAL:
11. Filing catalog cards into files	TOTAL:	(estimate of cards) TOTAL:
12. Prepare and revise circulation card and book pocket	TOTAL:	(in volumes) TOTAL:
13. Prepare book (pashna pockets, etc.) for shelf.	TOTAL:	(in volumes) TOTAL:

CATALOGING ACTIVITY SHEET (cont.)

LIBRARY____________________

EMPLOYEE____________________

ACTIVITY	TIME (in minutes)	VOLUME
14. Supervision, administration, training, unassigned (breaks, etc.), meetings, professional		
Data collection (for this study)		(no entry)
Other (specify)		

Footnotes:

ROUGH DRAFT

LIBRARY____________________

EMPLOYEE___________________

ACQUISITIONS ACTIVITY SHEET

ACTIVITY	TIME (in minutes)	VOLUME
1. Review book order requests; review selection media, select titles to be ordered, make want list	TOTAL:	(in titles ordered) TOTAL:
2. Type order request card		(in order request cards)
3. Work with automated system		(in order request cards)
4. Search and verify bibliographic information		(in titles searched)
5. Assign vendor and fund		(in orders)
6. Prepare multiple order record		(in orders)
7. Type purchase requisition		(in orders)
8. Revise, type, sign and mail requests		(in orders)
9. Burst forms		(in orders)
10. File forms		(in forms filed)
11. Encumbrance or prepayment routine		(in orders)
12. Unpack books; check against packing list		(in items)
13. Check outstanding order file for received items		(in orders received)
14. Book accessioning routine		(in items accessioned)
15. Preparation of accession lists		(in items accessioned)
16. Notifying requestor		(in orders received)

LIBRARY____________________
EMPLOYEE____________________

ACQUISITIONS ACTIVITY SHEET (cont.)

ACTIVITY	TIME (in minutes)	VOLUME
17. Writing sourcing information	TOTAL:	(in orders received) TOTAL:
18. Prepare gift record form		(No. of gifts)
19. Prepare invoices for payment		(in invoices)
20. Clear in-process file		(in orders)
21. Preparation of receiving reports		
22. Handling delay lists		
23. Claims routine		(in orders)
24. Cancellations routine		(in orders)
25. Out-of-print order routine		(in orders)
26. Maintenance of vendor files, vendor status routines		(NO ENTRY)
27. Maintenance of order files		(NO ENTRY)
28. Fund, management. statistical reporting		(NO ENTRY)
29. Other adminstration, supervising, training, professional development, unassigned time		(NO ENTRY)
30. Other (specify)		

Footnotes:

NOTE: To be kept on an individual basis for 3 weeks

LIBRARY ____________________

EMPLOYEE ____________________

INTERLIBRARY LOAN ACTIVITY SHEET
(ROUGH DRAFT)

	LENDING ACTIVITIES	TIME (in minutes)	NUMBER OF REQUESTS HANDLED
RECEIVING REQUEST	1. **Receiving, verifying request**	TOTAL:	TOTAL:
	2. **Checking catalog, locating**	TOTAL:	TOTAL:
	3. **Searching shelves, pick-up**	TOTAL:	TOTAL:
	4. **Keeping records, check out**	TOTAL:	TOTAL:
PHOTOCOPYING	5. **Checking pages requested for copying**	TOTAL:	TOTAL:
	6. **Sending to photocopying**	TOTAL:	TOTAL:
	7. **Copying**	TOTAL:	TOTAL:
	8. **Keeping records, invoicing, and processing payment**	TOTAL:	(NO ENTRY)
CIRCULATION	9. **Wrapping, distributing or mailing**	TOTAL:	(NO ENTRY)
	10. **Keeping records, sending overdue notices**	TOTAL:	TOTAL:
	11. **Changing records, discharging**	TOTAL:	(NO ENTRY)
	12. **Unwrapping, inspecting returned items**	TOTAL:	TOTAL:
	13. **Reshelving returned items**	TOTAL:	TOTAL:
OTHER LOAN ACTIVITIES	14. **Other (specify)**	TOTAL:	TOTAL:
		TOTAL:	TOTAL:
		TOTAL:	TOTAL:
	BORROWING ACTIVITIES	TIME (in minutes)	NUMBER OF REQUESTS HANDLED
MAKING REQUEST	15. **Assistance to patron**	TOTAL:	TOTAL:
	16. **Determining location, verifying**	TOTAL:	TOTAL:
	17. **Completing form, film, mailing request.**	TOTAL:	TOTAL:

LIBRARY ________________

INTERLIBRARY LOAN ACTIVITY SHEET (cont.)

EMPLOYEE ________________

	BORROWING ACTIVITIES	TIME (in minutes)	NUMBER OF REQUESTS HANDLED
RECEIVING ITEM	18. Receiving and unwrapping	TOTAL:	TOTAL:
	19. Checking records	TOTAL:	TOTAL:
	20. Notifying patron	TOTAL:	TOTAL:
RETURNS	21. Making payment, keeping records.	TOTAL:	(NO ENTRY)
	22. Changing records on returned items	TOTAL:	TOTAL:
	23. Returning item, wrapping and sending	TOTAL:	TOTAL:
OTHER BORROWING	24. Other borrowing activity (specify)	TOTAL:	TOTAL:
		TOTAL:	TOTAL:
		TOTAL:	TOTAL:
	OTHER ACTIVITIES	TIME (in minutes)	NUMBER OF REQUESTS
OTHER	25. Administration, supervision, professional development meetings, training	TOTAL:	(NO ENTRY)
	26. Other (specify)	TOTAL:	(NO ENTRY)
		TOTAL:	(NO ENTRY)
		TOTAL:	(NO ENTRY)

FOOTNOTES:

NOTE: To be placed in a sample of requests

LIBRARY____________________

ILL LENDER'S FORM (ROUGH DRAFT)

TRANSACTION L#__________________

Requesting library:________________________

Type of item:

- ☐1 non-fiction or classical fiction
- ☐2 technical journal
- ☐3 technical report
- ☐4 film
- ☐5 popular fiction
- ☐6 popular periodical
- ☐7 government document
- ☐8 recording
- ☐9 other (specify) __________________

Filled____ Unfilled____

If UNFILLED, indicate reason

- ☐1 could not identify
- ☐2 item not owned
- ☐3 item in use
- ☐4 Non-circulation
- ☐5 Other (specify)______________________

Publication date____________________

Form of loan made

- ☐1 original
- ☐2 duplicate photocopy

Unfilled requests

- ☐1 returned to sender
- ☐2 passed to another library

Did you have to re-verify item requested? Yes___ No___

INDICATE BELOW TIME SPENT ON LENDING FUNCTIONS FOR THIS REQUEST

	DATE	MINUTES	EMPLOYEE
I. RECEIVING			
a. Receiving, verifying			
b. checking catalog, locating			
c. searching shelves, pick-up			
d. keeping records, check-out			
II. PHOTOCOPYING			
a. checking pages requested			
b. sending to photocopy			
c. copying			
d. keeping records, preparing, logging invoice, processing payment upon receipt			
III. SENDING			
a. wrapping, distributing and mailing			
IV. FOLLOW-UP			
a. keeping records, sending overdue notices			
V. RETURNED ITEMS			
a. unwrapping and inspection			
b. changing records, discharging			
c. reshelving			
VI. OTHER (specify)			
________________			
________________			
________________			

NOTE: To be placed in a sample of requests

LIBRARY____________________

ILL BORROWER'S FORM (ROUGH DRAFT)

TRANSACTION B#____________________

Publication date:____________

Type of publication:

1 non-fiction or classical fiction
2 technical journal
3 technical report
4 film
5 popular fiction
6 popular periodical
7 government document
8 recording
9 other (specify)
____

Requested from:____________________

Reason for choice of this library:

1 known to have this item (of personal knowledge)
2 Union catalog indicates library has item
3 library likely to have item, you think
4 Your ILL Procedures specify this library to be used.

If location for item requested, source (e.g. BCR) used:____________________

Form of loan requested:
1 Original 2 duplicate photocopy of item

Verified in: 1 NUC; 2 BIP; 3 On-line catalog (e.g. OCLC, BALLOTS)
4 local/regional union catalog; 5 Other (specify)____________________

Filled________ Unfilled________; If UNFILLED, was it re-requested? YES___ NO___

INDICATE BELOW TIME SPENT ON BORROWING FUNCTIONS FOR THIS REQUEST

	DATE	MINUTES	EMPLOYEE
I. MAKING REQUEST			
a. assistance to patron			
b. determining location, verifying			
c. completing form, filing, mailing			
II. RECEIVING ITEM			
a. receiving and unwrapping			
b. checking records			
c. notifying patron			
III. PAYMENT			
a. making payment, keeping records			
IV. RETURNING ITEM			
a. changing records			
b. wrapping and sending			
V. OTHER (specify)			
____________________			
____________________			
____________________			

ROUGH DRAFT

LIBRARY ______________________

EMPLOYEE ______________________

SERIALS ACTIVITY SHEET

ACTIVITY	TIME (in minutes)	Volume
1. Receive, sort incoming items	TOTAL:	(NO ENTRY)
2. Bibliographic searching, verifying	TOTAL:	(in titles) TOTAL:
3. Original cataloging	TOTAL:	(in titles) TOTAL:
4. Routine cataloging with cards/card copy	TOTAL:	(in titles) TOTAL:
5. Cataloging with automated systems		(in titles)
6. Check-in serials		(in volumes)
7. Change in author/title routines		(in titles
8. Claims routine		(in volumes)
9. Bindery routines		(in volumes)
10. Cancellation routines		(in titles)
11. Typing/changing Kardex records		(in titles)
12. Administration, supervision, unassigned, training, breaks, professional development		(NO ENTRY)
13. Other (specify)		
______________________		
______________________		
______________________		

Footnotes:

APPENDIX H

PRELIMINARY BIBLIOGRAPHY ON COSTING LITERATURE

PRELIMINARY BIBLIOGRAPHY

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APPENDIX I

SUMMARY OF WICHE NETWORK TASK FORCE MEETING HELD ON AUGUST 12 AND 13 IN BOISE, IDAHO.

GUIDELINES ON APPOINTMENT AND FUNCTIONS OF NETWORK STEERING COMMITTEE AND STATE NETWORK DESIGN TEAMS.

APPENDIX I

Report of WICHE Network Task Force Meeting, Boise, Idaho August 12-13, 1975

Recent network developments were reviewed at a mid-August meeting in Boise of representatives from key potential components of a western network: WICHE, WLN, BALLOTS, PNBC, BCR, CSLUC, and the western ARL directors. The question was posed whether these developments obviated the need for a new regional network organization for the West. All parties to the meeting agreed that the proposed Western Interstate Bibliographic Network was still needed and that the WICHE staff should proceed as planned with the design of a governance structure and technical specifications.

Each representative reported on the current status and plans of their respective organizations. WLN, for which Boeing Computer Services is the software contractor, currently has over 500,000 records in its data base. A test file is being readied for on-line access by the end of 1975, and other on-line modules will be put up during the coming year. While first priority must be given to serving in-state libraries, there is no legislative prohibition on serving out-of-state users. BALLOTS is currently supporting cataloging for seven public library systems in addition to the Stanford University Libraries. The system is being modified to support full MARC records and to develop a file structure designed for network operation to include holdings and individually customized catalog records.

PNBC has experienced an increase of 32% in traffic in the past year. Possible reasons for this increase are the growth of on-line searching and the stabilization or decline of library budgets for materials. BCR has contracted with Lockheed and SDC to provide search services for member libraries in the Rocky Mountain and western plains states. It is negotiating contracts with the New York Times and OCLC. BCR also provides training to users and continues to maintain a location file for interlibrary loan. In California, CLASS is emerging and will probably take over the functions of the California State Library Union Catalog.

Washington ARL libraries are committed to use WLN. Arizona State University, the University of Arizona, the University of Utah, and Brigham Young University are using OCLC. The University of Oregon uses Blackwell North America to produce catalog cards, and is considering closing some of the card catalogs in favor of producing computer on microfiche (COM) catalog supplements.

The Task Force recommended that initial planning should envision the western network as a bibliographic utility linking the various modules already developing within and without the region into a coherent system to: provide access to bibliographic data; support interlibrary loan through providing location information; and improve document delivery. The private sector should be included in network planning as a possible source for products such as catalog cards and book catalogs, and for catalog conversion.

APPENDIX I

GUIDELINES ON APPOINTMENT AND FUNCTIONS OF NETWORK STEERING COMMITTEE AND STATE NETWORK DESIGN TEAMS

To oversee and coordinate network activities during the design described in this proposal, a Steering Committee of 20 members will be selected by the WICHE Western Council on Continuing Education and Library Resources according to a formula designed to balance a variety of constituencies identifiable in the West and their respective resources. The Steering Committee will have responsibility to plan for the broad range of network design activities and to make broad policy decisions. The model to be used for the Steering Committee follows:

	Constituency	Number of Representatives on Steering Committee
1.	WICHE Western Council*	3
2.	Academic Libraries	3
3.	Public and County Libraries and Cooperative Systems of Such	3
4.	Other Categories of Libraries (Including Schools, Community Colleges, Special, etc.)	5
5.	Persons Elected at Large from Each State or Province (i.e., Business or Political Leaders, Lay Board Members, etc.)	6
		20

The selection of the Steering Committee will be done in such a way that all of the 17 participating western states and British Columbia will have at least one representative. The Steering Committee will meet two times during the design phase; it will choose from among its members an Executive Board of 5 persons (one from each constituency) to meet 6 times during the grant period. The Executive Board will represent the Steering Committee and will develop and deliver the mandate to the Design Core Staff (see description below). It will work closely with and review the progress of the Design Core Staff, monitor budget and expenditures, and report back to the Steering Committee for endorsement and evaluation of design developments.

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*Composed of state library agency directors of states joining the WICHE Continuing Education and Library Resources Program (eleven as of 3/18/75)

C. Schedule of Specific Action Needed from Western Council

To get the Network Design Project moving, the following actions are needed from the Western Council by the indicated dates:

	Action Required	Due Date
1.	Approve Selection of Project Director	August 15
2.	Appoint Network Design Team in Each State*	Sept. 1
3.	Assist in Sample Selection for Cost Studies	Sept. 15
4.	Assist in Establishing Network Steering Committee**	Sept. 15
5.	Assist in Defining Specific Network Services Needed	Oct. 1
6.	Provide Data on Existing State Networks	Oct. 15
7.	Co-sponsor Network Planning Conference and Demonstrations at State Level	Fall & Winter
8.	Assist in Drafting Network Charter and Legal Structure	March 1
9.	Approve Proposed Funding Policy and Cost Formula	April 1
10.	Assist in Drafting State Membership Contracts	May 1
11.	Approve Final Network Design	June 1
12.	Assist in Obtaining Membership Committments	June 15

Your staff welcomes your guidance on the best procedures to follow in order to achieve maximum yet efficient Western Council participation in each of these tasks. Your advice is particularly needed on the interfacing of the legislative and funding cycle for publicly supported institutions with the due dates of these actions.

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* See Functions and Criteria on next page.

** See guidelines for Steering Committee -- as described in CLR Proposal -- on following pages.

C.1 - Functions and Criteria for State Network Design Teams

Functions:

1. Provide a focal point in each state for liaison with Network Design staff to -
   - (a) Collect grass roots input on services, priorities, and user needs and assist in design of specifications and structure at state level; and
   - (b) Disseminate information to the total library community in each state on the Network Project.
2. Insure coordination of network design with existing and planned automation and networking within the state.
3. Assist in preparing the librarians, boards of trustees, legislators, and total library community for participation in the Western Network.

Criteria:

1. Activity of Teams funded at state or local level.
2. Representative of all types of libraries.
3. Familiar with automation and networking developments in the state.
4. Ability to perform functions listed above.

APPENDIX J

SUMMARY OF SITE VISITS TO CALIFORNIA

1-14 OCTOBER 1975

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1-14 OCTOBER 1975

The expected signatories to the joint powers agreement establishing a state network, the California Library Authority for Systems and Services (CLASS), represent the major library centers of influence in the state: the State Library, the University of California, the California State University and Colleges, and the public library systems. The outlook for centralization of library cooperation is bright, which will make WICHE's task easier in dealing with the multitude of libraries in the state and in developing means whereby other states in the region can obtain improved access to California's resources of collections, automated systems, and data bases. CLASS provides a good model for WICHE to consider in developing an interstate network since it provides a governance structure that recognizes the major centers of influence and at the same time allows other libraries to make their needs known.

The pattern of coordination between public and private enterprise in California is an interesting one. Commercial firms such as Autographics, General Research, and Innovar provide reasonably efficient access to major cataloging data bases for conversion and maintenance of library catalogs in machine-readable form, while SDC and Lockheed provide on-line access to the major journal and technical report citation files. A number of consulting firms, such as Brett Butler and Associates and Boeing Computer Services, are active in providing special expertise to libraries when needed. Except in the special case of Stanford's BALLOTS, California libraries are choosing to purchase computer-based systems and services such as CLSI and OCLC rather than attempt to build their own.

The physical components for an effective state-wide library network are now being emplaced in the state. CLASS should provide the formal structure needed to coordinate activities of the existing systems, promote standardization for efficient interfacing of network components, and focus the general desire for improved resource-sharing on practical mechanisms for making location information available, expediting delivery of materials, and compensating between net lenders and net borrowers.

APPENDIX K

SUMMARY OF THE COST AND FUNDING STUDIES BEING CONDUCTED FOR THE DEVELOPMENT AND IMPLEMENTATION OF A WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

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SUMMARY OF THE COST AND FUNDING STUDIES BEING CONDUCTED FOR THE DEVELOPMENT AND IMPLEMENTATION OF A WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

Presentation given by Maryann K. Brown at MPLA,
Preconference on Networking, October 19, 1975
Denver, Colorado

Presently WICHE, under a grant from the U.S. Office of Education, is conducting cost and funding studies concerning development and implementation of a proposed Western Interstate Bibliographic Network. This study is contingent upon, and concurrent with, the network design and development study funded by the Council on Library Resources. The grant from the Office of Education was officially awarded July 1, 1975, and will be approximately one year in duration.

The primary goals of these studies are:

1. To determine representative costs of present library services without network support;
2. To estimate future costs of library services with proposed network support;
3. To evaluate and compare the impact of a network upon costs of library services; and
4. To examine equitable programs of financial support for a proposed Western Network.

Currently a rigorous planning and design stage is underway to fulfill these requirements. Attachment A presents a simplistic overview of the tasks and schedule as presently proposed. The attachment indicates four phases of the project which correspond to stated goals. A further refinement of project tasks, including their inter-relationships appear in Attachment B.

As presented, the first phase includes the collection of planning and cost data on present library services. For purposes of cost determination of present library services, particular attention will be given to those library services deemed most apt to change due to network support. Thus, within individual libraries the focus will be upon technical processing and inter-library loan. Initially, base data will be gathered from a sample of 100 libraries in the West. These data include:

- budget allocations
- volume throughput, and
- holdings

Preliminary data should provide an accurate estimate of general costs under study, as well as a better overview of resources in the West. To further refine these gross cost estimates, 12 libraries will be selected for in-depth cost analyses. During three-week intervals, each of the twelve libraries will collect detailed information on staff time and volume throughput by specific tasks and transactions within technical processing and interlibrary loan. In combination with base data, budget allocations can be linked to specific processes affected by a network.

Intrinsic to any discussion of present and future library services in the West are the three bibliographic centers -- the Bibliographic Center for Research, the California State Library Union Catalog and the Pacific Northwest Bibliographic Center. Costs of services which will be affected by network support or impact a proposed network will be targeted. Besides providing invaluable costing information, it is hoped that the centers will be a significant source of evaluative data on interlibrary loan transactions in the West.

Estimating and comparing future costs as they might be (given any number of network configurations) presents one of the most difficult phases of the cost studies. Examination of the many available automated services such as BALLOTS, WLN and OCLC, and possible combinations of such services is the major task during this phase. A primary objective will be to estimate costs to the proposed network as well as the network participants for services provided by these systems. Cost impact to the individual library is of particular importance. Consideration will necessarily be given to competitive pricing for specific services, telecommunication and hook-up costs, initial investment requirements and long-term maintenance costs. Also to be studied during this phase are projected administrative needs and costs for such a network. This is, of course, dependent upon services to be provided by the proposed network and its proposed configuration.

After ascertaining present and expected future costs with network intervention, cost impact and comparison can be deduced. Present cost data will be adapted assuming substitution or alteration of present services by proposed network services. Thus, a model to approximate the cost impact upon present library services can be developed.

The final phase, determining a funding base for a proposed network, will be built upon both the cost impact data and necessary network support estimates developed earlier. Additionally, existing funding strategies, public policy and legal bases are components of this final phase of examination. Inquiry into alternative funding bases will hopefully yield a set of optimal funding strategies upon which a viable funding decision may be made.

The scope and depth of these studies suggest potential contributions to methodology, modeling and evaluation of library costs. Indeed, beyond the specific purpose they serve in the development of a possible Western Interstate Bibliographic Network, we hope that these studies will be of substantial value to many facets of research in library services.

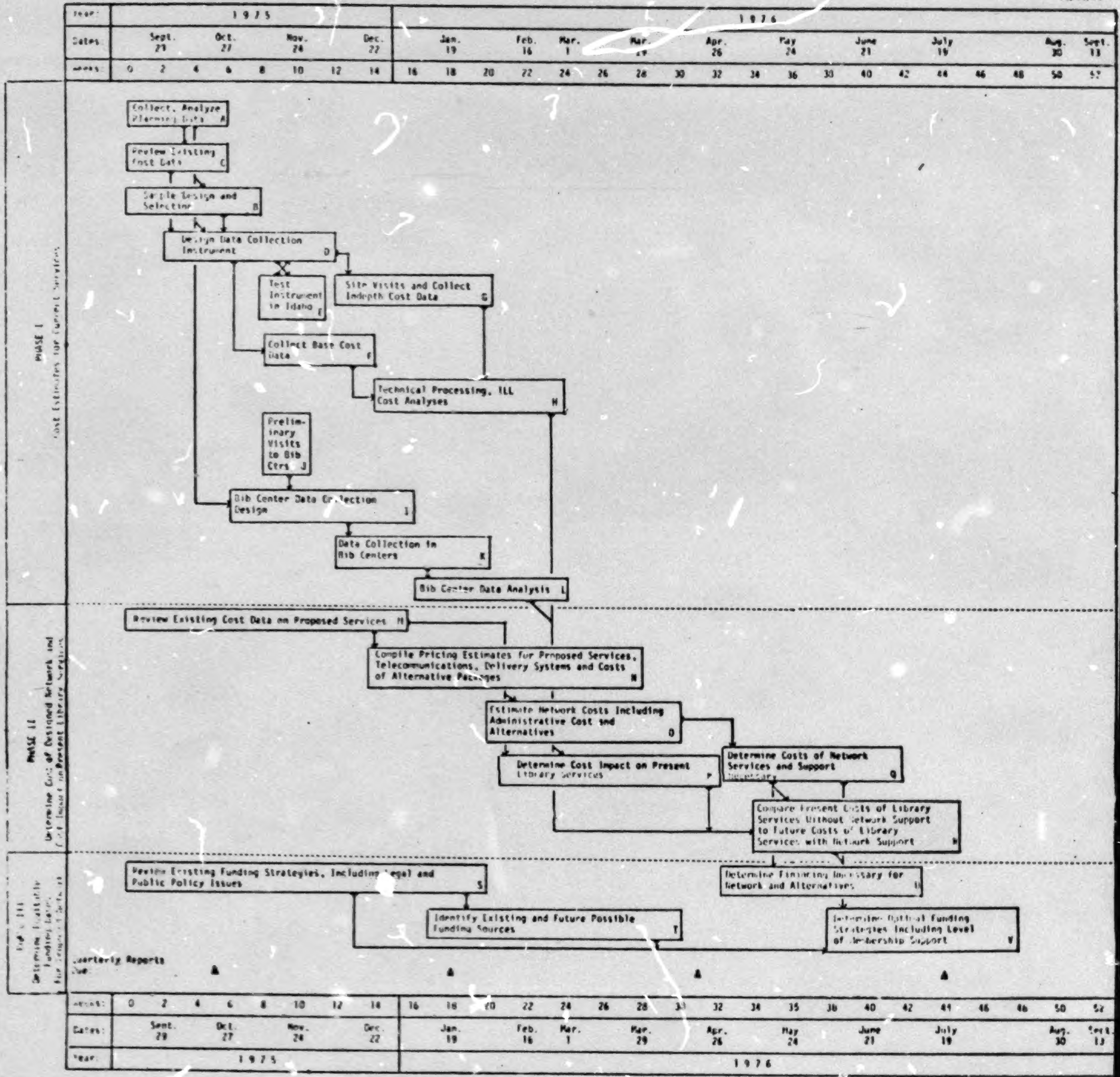
Maryann Kevin Brown
10/17/75

COST AND FUNDING STUDIES CONCERNING DESIGN AND DEVELOPMENT
OF A POSSIBLE WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

ATTACHMENT A

PROPOSED TIME SCHEDULE

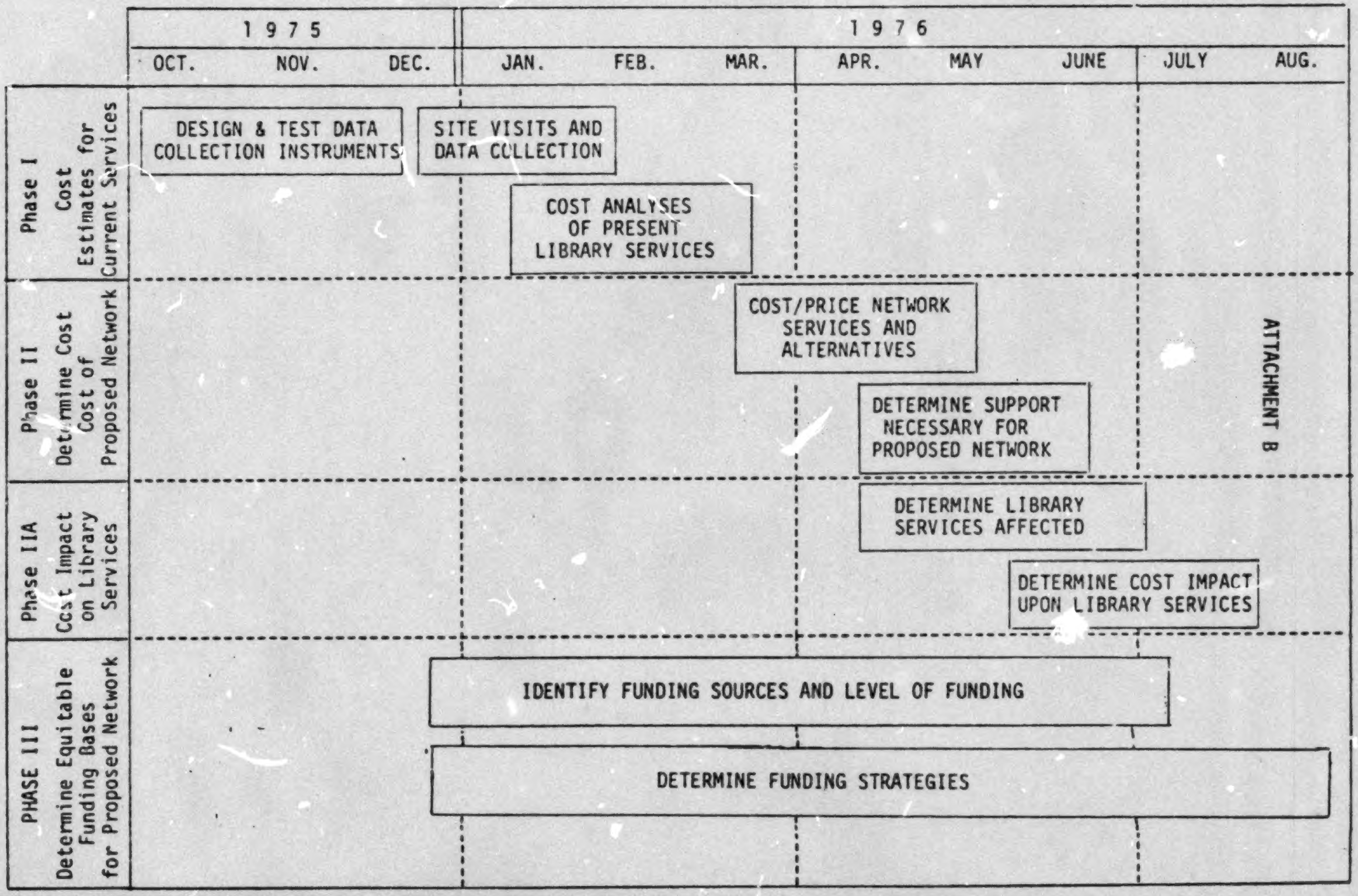
12/16/75


Year: 1975 1976
Dates: Sept. 29 Oct. 27 Nov. 24 Dec. 22 Jan. 19 Feb. 16 Mar. 1 Mar. 29 Apr. 26 May 24 June 21 July 19 Aug. 30 Sept. 13
Weeks: 0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40 42 44 46 48 50 52
PHASE I
Cost Estimates for Current Services
Collect, Analyze Planning Data A
Review Existing Cost Data C
Sample Design and Selection B
Design Data Collection Instrument D
Test Instrument in Idaho E
Site Visits and Collect Indepth Cost Data G
Collect Base Cost Data F
Technical Processing, ILL Cost Analyses H
Preliminary Visits to Bib Ctrs J
Bib Center Data Collection Design I
Data Collection in Bib Centers K
Bib Center Data Analysis L
PHASE II
Determine Cost of Designed Network and Cost Impact on Present Library Services
Review Existing Cost Data on Proposed Services M
Compile Pricing Estimates for Proposed Services, Telecommunications, Delivery Systems and Costs of Alternative Packages N
Estimate Network Costs Including Administrative Cost and Alternatives O
Determine Cost Impact on Present Library Services P
Determine Costs of Network Services and Support Necessary Q
Compare Present Costs of Library Services Without Network Support to Future Costs of Library Services with Network Support R
PHASE III
Review Existing Funding Strategies, Including Legal and Public Policy Issues S
Identify Existing and Future Possible Funding Sources T
Determine Financing Necessary for Network and Alternatives U
Determine Optimal Funding Strategies Including Level of Membership Support V
Quarterly Reports Due:

COST AND FUNDING STUDIES CONCERNING THE DEVELOPMENT
OF A POSSIBLE WESTERN INTERSTATE BIBLIOGRAPHIC NETWORK

OVERVIEW OF SCHEDULE

ATTACHMENT B



APPENDIX L

FINANCIAL REPORT

APPENDIX L

SUMMARY OF BUDGET AND EXPENDITURES FOR JULY 1, 1975 THROUGH SEPTEMBER 30, 1975

ITEM	ALLOCATION	EXPENDITURES TO DATE	JULY EXPENDITURES	AUGUST EXPENDITURES	SEPT. EXPENDITURES	EXPENDITURES JULY - SEPT.	TOTAL EXPENDITURES	BALANCE
01 Salaries-Exempt	$ 21,495	$ - -	$ 211.66	$ 211.66	$ 211.66	$ 634.98	$ 634.98	$20,860.02
02 Salaries-Non Ex	3,500	- -	- -	- -	- -	- -	- -	3,500.00
04 Contract Hrly	- -	- -	- -	- -	- -	- -	- -	- -
06 Benefits-Exempt	3,174	- -	22.92	22.92	39.07	84.91	84.91	3,089.09
16 Benefits-Non-E	420	- -	- -	- -	- -	- -	- -	420.00
26 Intern Stipend	- -	- -	- -	- -	- -	- -	- -	- -
27 Consultant Fee	8,000	- -	- -	- -	75.00	75.00	75.00	7,925.00
28 Subcontracts	6,200	- -	- -	- -	- -	- -	- -	6,200.00
29 Data Processing	500	- -	- -	- -	- -	- -	- -	500.00
30 Travel-Staff	6,017	- -	- -	- -	- -	- -	- -	6,017.00
31 Travel-Relocate	- -	- -	- -	- -	- -	- -	- -	- -
32 Travel-Consult	2,850	- -	- -	- -	87.29	87.29	87.29	2,762.71
33 Travel-Other	- -	- -	- -	- -	313.88	313.88	313.88	- (313.88)
34 Travel-Trainee	- -	- -	- -	- -	- -	- -	- -	- -
45 Publications	182	- -	- -	- -	- -	- -	- -	182.00
53 Office Rent	900	- -	- -	- -	89.38	89.38	89.38	810.62
54 Phone Equip	872	- -	- -	- -	- -	- -	- -	872.00
55 Phone Toll	822	- -	- -	- -	5.55	5.55	5.55	816.45
58 Postage	300	- -	- -	- -	.30	.30	.30	299.70
60 Meeting Exp	- -	- -	- -	- -	- -	- -	- -	- -
61 Office Supplies	333	- -	- -	- -	- -	- -	- -	333.00
64 Copying	400	- -	- -	37.36	- -	37.36	37.36	362.64
65 Other Exp	1,328	- -	- -	- -	338.02	338.02	338.02	989.98
66 Train Matrls	- -	- -	- -	- -	- -	- -	- -	- -
77 Equip Purchase	1,300	- -	- -	- -	- -	- -	- -	1,300.00
TOTAL DIRECT COSTS	58,593	- -	234.58	271.94	1,160.15	1,666.67	1,666.67	56,926.33
99 Indirect Costs	10,803	- -	79.00	79.00	79.00	237.00	237.00	10,566.00
GRANT TOTAL	69,396	- -	313.58	350.94	1,239.15	1,903.67	1,903.67	67,492.33

APPENDIX L

ATTACHMENT TO FINANCIAL REPORT FOR USOE G 00 7500741, PROJECT NO. 475AH50102

JULY 1, 1975 TO SEPTEMBER 30, 1975

A. Salaries, Wages, and Employee Benefits	First Quarter
Miss Maryann Duggan, C & F Project Director (10% F.T.E. on project at annual salary of $25,404. Work on project began 7/1/75.)	$ 634.98
Employee Benefits (Duggan)	
Health Insurance	
TIAA-CREF	2.91
Life and Disability Insurance	79.63
	2.37
Total Salaries, Wages, & Employee Benefits	$ 719.89

B. Consultant Fees	
Karl M. Pearson, Jr. (Planning for tasks in designing Western Interstate Network for grant and presenting to Library Network Task Force meeting in Boise, Idaho on August 12-13, 1975.)	75.00

C. Travel

Inclusive Dates	Person, Destination, City & Institution	Round Trip Mileage	Purpose	Transp.	Living	Total
8/12-8/13/75	Karl Pearson from Pacific Palisades, CA to Boise, Idaho	1,726	Consultant, presentation at Library Network Task Force Meeting, Boise, Idaho, 8/12-8/13/75.	76.17	11.12	87.29
8/25-8/27/75	Maryann K. Brown from Washington, D.C. to Boulder (round trip)	3,452	Consulting on position of C & F Investigator for USOE grant.	246.10	67.78	313.88
			TOTALS	$322.27	$78.90	$401.17

*50% of cost, remaining 50% charged to CLR Grant.

D. Supplies and Materials

Library Books and Materials = $3.15
Postage = .30
$3.[illegible]5

E. Printing and Duplication

Copying Charges = $37.36

F. Equipment

Office Furniture Rental = $9.13

G. Other Costs

Phone Equipment = $ 5.55
Office Rent = 89.38
Advertising for Research Assistant = 325.74
$420.67

APPENDIX M

RECORD OF DISTRIBUTION OF THIS REPORT

APPENDIX M

RECORD OF DISTRIBUTION OF THIS REPORT

Total Number of Copies Printed: 150

All of the following received one copy except as indicated:

USOE, Office of Library and Learning Resources (5)

Western Council for Continuing Education and Library Resources Program (10)

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Ethel Crockett
Helen Miller
Rod Swartz
Alma Jacobs
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Other Western State Librarians (7)

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Jane T. Geske, Nebraska
Ernestine Gilliland, Kansas
Richard Cheski, Colorado
C. Edwin Dowlin, New Mexico
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David Weber, Stanford University
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Donald Nelson, Brigham Young University
Marion Milczewski, University of Washington
G. Donald Smith, Washington State University
Basil Stuart-Stubbs, University of British Columbia

Western Network Steering Committee (20)

Western Network State Design Team Chairpersons (13)

USOE Library Regional Program Officers (5)

Janice Kee, Texas
Denny Stephens, Missouri
Henry A. Fontaine, Colorado
Helen Luce, California
John Zipf, Washington

Others:

Alphonse Trezza, Executive Director, NCLIS
Henriette D. Avram, Chief, MARC Development Office, Library of Congress
Paul Lagueux, Information Systems Specialist, Council on Library Resources
Lura Currier, Director, Pacific Northwest Bibliographic Center
Donald Simpson, Director, Bibliographical Center for Research
Sheila Thornton, California State Library Union Catalog
Mary Jane Reed, Washington Library Network
Hank Epstein, BALLOTS
Vernon E. Palmour, Consultant
Ronald Miller, Executive Director, NELINET
Lucille Wert, Consultant
Barbara Slanker, Director, Office of Research of the American Library Association